



# Infor Response to the City of Garden Grove for ERP Solution and Related Implementation Services

Prepared in response to:

RFP No. S-1225

Closing Date: August 16, 2017



Submitted by:

Stephen Bury, Senior Account Executive

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Infor Public Sector, Inc.



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Alpharetta, GA 30004  
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## Cover Letter & Statement of Qualifications

August 16, 2017

City of Garden Grove  
Attn: Ms. Sandra Segawa  
Purchasing Division, City Hall, Room 220  
11222 Acacia Parkway,  
Garden Grove, CA 92840

Dear Ms. Segawa,

Infor Public Sector, Inc. (Infor) appreciates the opportunity to offer this Request for Proposal (RFP) response to assist the City of Garden Grove (the City) in evaluating an ERP solution and related implementation services. Infor understands the importance of this initiative for the City, and we believe our response will help to identify a clear path for meeting the objectives stated in the RFP.

We realize the City wants to partner with a company that focuses specifically on the Public Sector and understands the unique challenges you face. Infor appreciates the challenge of balancing financial sustainability with enhancing operational efficiency and improving your constituents' experiences. Our software solutions are designed to address these and other challenges specific to your organization. Our dedicated team is committed to serving you the same way you strive to serve the public in a personal, responsive and cost-effective fashion. Take comfort in knowing that Infor can help you meet these ever important criteria, as Infor Public Sector serves a significant portion of the residents of North America.

Hundreds of government entities throughout the United States and Canada look to Infor's integrated technology, expertise, and support to meet their specific operational needs. In addition, your users will welcome the modern look of our clean and simplified screens. Ease of use and a clean look is inherent in our solution. "Beauty as a Competency" is a central tenet and integral to how we develop applications, which helps accelerate and simplify user adoption.

### **Requested information**

*a. Indicate the intention of the Vendor to adhere to the provisions described in the RFP without modification;*

Response: Infor intends to adhere to the provisions in the RFP.

*b. Identify the submitting organization;*

Response: Infor Public Sector, Inc. is submitting the proposal.

*c. Identify the contact person responsible for this response, specifying name, title, mailing address, phone and email address;*

Response: Please contact Steve Bury, Senior Account Executive at 858.997.9330 or [steve.bury@infor.com](mailto:steve.bury@infor.com). His mailing address is 11000 Olson Drive, Suite 201, Rancho Cordova, CA 95670-5753.



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*d. Provide acknowledgement that the RFP and the proposal submitted, including responses to the Requirements worksheets, will be included as part of the contract terms, and identify exceptions or "deal breakers";*

Response: Infor has provided exceptions in the Appendix of this proposal. Vendor takes exception to the attachment of the RFP and Vendor's proposal to the final agreement. Vendor may be willing to incorporate certain relevant and necessary portions of its proposal to the final agreement. However, Vendor reserves the right to negotiate any incorporation to the final agreement.

*e. Acknowledge the proposal is considered firm for one hundred and eighty (180) days after the due date for receipt of proposals or receipt of the last best and final offer submitted;*

Response: Infor acknowledges the proposal is considered firm for 180 days.

*f. Acknowledge completion of the Cost Worksheets.*

Response: Infor has completed the Cost Worksheets and they are included in the proposal submission.

On behalf of Infor, we look forward to working with you to introduce our integrated software solution. Our solution is designed specifically for the Public Sector and we will demonstrate how our customers leverage Infor Public Sector solutions. We stand ready to address any questions, or offer clarification during the course of your review.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen Bury".

Stephen Bury, Senior Account Executive  
Infor Public Sector, Inc.  
858.997.9330  
[steve.bury@infor.com](mailto:steve.bury@infor.com)

A handwritten signature in black ink, appearing to read "Lindsay Pritchard".

Lindsay Pritchard  
Associate General Counsel  
651.767.7000

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## Executive Summary

A brief summarized overview of the proposal which will provide the City's Evaluation Committee with the key elements (i.e.: the Vendor's capabilities, cost, company information, composition of the proposed team, the ability to meet the needs of the City, the timeline, etc.) of the proposal and a brief explanation of how the work called for in this RFP will be implemented

**Infor Response:** Infor delivers end-to-end solutions for the Public Sector that produces fast, far reaching results.

Infor is fundamentally changing the way information is published and consumed in the enterprise. We help 90,000 customers in more than 170 countries and territories improve operations, drive growth, and quickly adapt to changes in business demands. In doing so, Infor offers deep industry-specific applications and suites, engineered for speed, and with an innovative user experience design that is simple, transparent and elegant.

We also provide flexible deployment options that give customers a choice to run their businesses in the cloud or on-premises. Infor proudly combines focused, hands-on industry experience with global breadth to help customers deal with today's challenges and prepare for tomorrow's opportunities. These capabilities are exceptionally well-suited to support our partners in government.

### Infor's Understanding of the City's Objectives for this Project

While formulating this response, the City's key requirements and business objectives, both currently and into the future, were carefully considered. Based on what we know about the City, we believe your objectives for this project are to:

- Replace core and shadow systems with a fully integrated solution
- Provide a cost effective, long term solution that the City will be able to sustain, support and upgrade into the future
- Take advantage of best practices to improve operational effectiveness and productivity
- Improve quality and accessibility of information for decision support
- Leverage citizen, customer, employee and vendor self-service software capabilities
- Significantly improve operational efficiencies
- Reduce paper- intensive processes

#### Infor at a Glance

Global Headquarters - New York City  
 90,000 Infor Customers  
 15,000+ Employees  
 5,430 Services and Support Professionals  
 1,159 New Developers  
 168 Direct Offices in 41 Countries  
 Customers in 170 Countries  
 \$2.9B Total Revenue (FY2017)  
 \$800M+ in R&D Investment  
 193 New Products  
 9,179 New Features  
 1,147 New Integrations

Infor CloudSuite Public is capable of meeting the stated needs in the City's RFP.

Imagine the City powered by technology that's beautiful, easy-to-use, and designed to speed performance. New social collaboration tools, enhanced mobility, deep public sector and not-for-profit specific functionality, and an intuitive user interface deliver modern solutions that will empower the City to innovate. This is the experience that our team strives to offer the City. This is Infor CloudSuite Public Sector, the solution proposed to meet the organization's goals.

Infor CloudSuite Public Sector is a modular, open systems application suite that includes human resources, financial management, procurement, and analytics that will meet the requirements expressed as part of the RFP. The application suite will allow the City to easily add or subtract business objects to meet organizational requirements as their needs change. Because of this, we can offer a business management backbone that is portable, scalable and interoperable. Once

implemented, Infor CloudSuite Public Sector, can easily expand to include new capabilities without negatively impacting previously implemented functionality.

Plus, Infor CloudSuite Public Sector can be deployed in the Cloud, On-Premise, or Hosted. **For this proposal, we have bid a Cloud deployment.**

Each Infor foundation area – Financial Management, Supply Management, and Human Capital Management– consists of a set of business applications that work in concert to meet the City’s desired outcomes and functionality, improve operational efficiency, effectively manage data and make better decisions faster. Underlying the foundation areas is the Infor Technology Toolset that includes tools for integration, collaboration, and workflow.

Infor CloudSuite Public Sector is designed to improve the efficiency and effectiveness of key organizational functions in the areas of financial management, human capital management, procurement, citizen engagement and analytics.

A summary of the suite proposed follows:

**Infor Financials** will help improve business transparency and strengthen financial discipline with proven functionality covering core financial management, budgeting and planning, project and grant accounting, and cash management. As part of the financials foundation, we deliver a flexible, configurable chart of account structure to accommodate our customers’ needs. Infor provides the ability to define multiple hierarchical rollups for each COA element. We define which hierarchy is used for processing (i.e. budgetary control) and can define as many others as needed for internal, external and regulatory needs.

Infor Financials delivers a variety of online reports and inquiry views for users have immediate visibility into important information, such as budgetary control and expenditure analysis. For CAFR production, we use our Infor Business Intelligence (BI) infrastructure to produce necessary reports. Infor BI is fully integrated with the financials foundation and recognizes solution configuration, including COA elements and data values, hierarchies, and reporting bases. Infor CloudSuite PS has a unique concept called reporting basis that will expedite the ability to easily produce various CAFR and other regulatory reports.

**Infor Supply Management** will help enable the City to standardize and automate processes, monitor and control spending, and manage supplier relationships with robust capabilities designed specifically for the needs of public sector organizations. Functionality includes procurement, inventory control, strategic sourcing, contract management, and more.

**Infor Human Capital Management** will help enable the City to effectively plan, select, deploy, develop, measure, and reward your workforce with unified HCM capabilities. Key capabilities include talent management, payroll, performance management, recruitment, on-boarding, learning management, and more.

**Infor Workforce Management** is a comprehensive solution that aligns labor management with the City’s rules and policies. Integrated modules address forecasting and budgeting, scheduling, time and attendance, performance management, and compliance, streamlining processes to increase efficiency while encouraging employees to focus on activities that generate more value.

**Learning Management** is the most robust end-to-end solution on the market for creating, delivering, and reporting on learning throughout your internal and extended organization. This solution accelerates the rate at which you can help employees achieve their full potential by improving productivity, enhancing compliance, and contributing directly to the success of your enterprise.

**Infor Dynamic Enterprise Performance Management (d/EPM)** offers intelligent business and financial performance management capabilities, so you can drive your overall business performance more effectively. Within d/EPM, Budgeting & Planning provides the ability to create deep plan hierarchies, compare plans to forecasts, and adjust plans on the fly. Task management, decision packages, workflow, and versioning capabilities bring a new level of discipline and flexibility to your budgeting processes. Workforce budgeting supports detail headcount requirements, model salary adjustments, account for vacancies, and assess room for increasing or decreasing staff.

**Infor Business Intelligence & Analytics** will allow the City to give users the information they need, when they need it. This robust BI solution simplifies complex reporting and analysis processes with industry leading business intelligence reporting and dash boarding for the casual user, the power user, and everyone in between.

In addition to the delivered components, Infor also includes the following third-party products as part of our solution:

Third-Party Solution	Business Purpose
<b>MHC Document, Image Express, and Document Self-Service</b>	Document imaging & attachments; Production of customer-specific forms (checks, purchase orders, invoice, W-2, paystubs, etc.)
<b>BSI Tax Factory</b>	Payroll Tax Tables, Calculation and Regulation Management
<b>PCI</b>	Cashiering and Point-of-Sale Management

Infor has long term partnerships with MHC, PCI, and BSI and capitalizes on their specific expertise to enhance our customers capabilities.

## Infor Deployment Method Overview

At Infor, we recognize that a business applications software solution is a significant investment. It is one that can raise perplexing questions during the implementation.

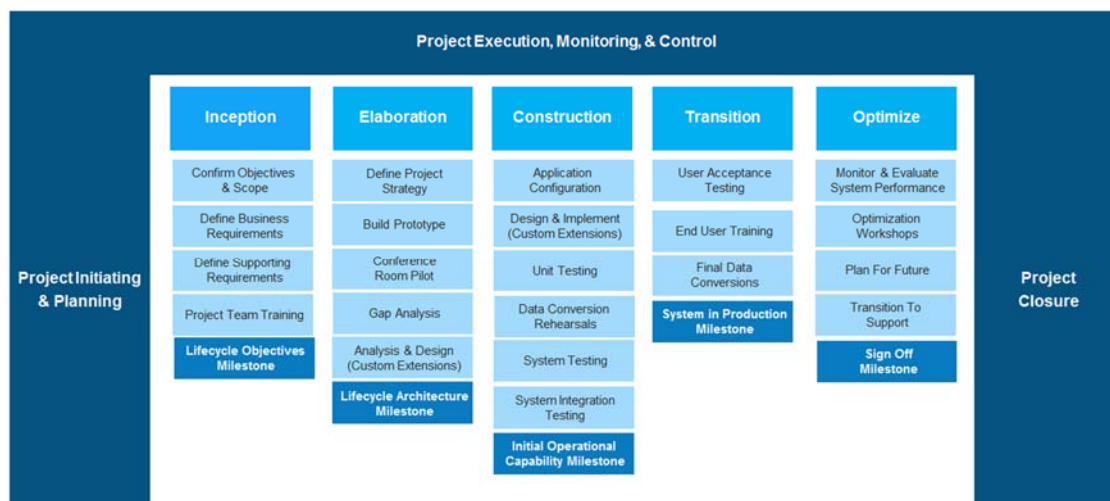
How will this solution impact productivity? What is the most efficient way to implement the solution? Who will train the core project team members? These challenging questions among others are why Infor created the Infor Deployment Method, which has an exceptionally robust and progressive project management layer embedded.

The key benefits of Infor Deployment Method include:

- **Business Process Thinking:** focus on the business benefits, not just the software.
- **Enterprise Architecture:** designing a sustainable I.T. foundation.
- **Global Rollouts:** model company definition followed by repeatable global deployments.
- **Project and Program Management:** provides structure and governance.
- **Flexibility:** methodology tasks can be combined in different way to suite to the specific needs of the organization.
- **Knowledge Transfer:** built in training and organization change management disciplines.
- **Reduced Project Risk:** address high risk items during early iterations, coupling with a focus on risk mitigation and contingency strategies.

The Infor Deployment method assures quality implementations with governance; quality control; and certified, industry-specific, best practice procedures. Built on industry standards and designed to minimize risk, this method is vertical specific and supports both waterfall and Agile development methods. The result is high quality projects delivered on time and on budget—for every Infor product and anywhere in the world.





We have provided full details on our Infor Deployment Method in Section 4.0 Implementation Plan.

## Project Management

The Project Management process within Infor Deployment Method consists of the phases, activities, tasks, work products, templates, and examples that are used to initiate, plan, manage, monitor and control, and close all Infor projects.

The Project Management process is influenced by and rooted in the processes and best practices presented in the Project Management Institute's A Guide to the Project Management Body of Knowledge (PMBOK), Fifth Edition. Using PMBOK as a base, the Project Management process of Infor Deployment Method has transformed PMBOK's process areas into an actionable Project Management method that should be followed for all Infor projects.

We have provided full details on our Project Management Methodology in Section 4.0 Implementation Plan.

## Training

### Infor Adoption Strategy & Services

**The Infor Adoption Services team** focuses on the “people” side of your Infor implementation. We have deep expertise in driving user adoption and managing organizational risk. Integrated with the Infor implementation team, we are client focused and offer value driven approaches and options that are focused on business value, ROI and early success.

The core elements of Infor Adoption Services are:





## Your Infor Services Team

Infor Services is committed to providing services focused not only on making this implementation successful, but also on building a long-term partnership with the City of Garden Grove. In selecting Infor Services, your agency will be working with “One” Infor. This means that your organization will benefit from a single company approach, and not have to engage with multiple vendors. The “One” Infor approach deep product domain knowledge, exceptional project oversight, and increase visibility to Infor leadership monitoring and support to ensure a successful implementation.

At the same time, the City of Garden Grove will gain access to some of the most experienced professionals in the software industry, with an average of 10 years of experience working with the proposed solutions. These consultants will be sharing knowledge gained from 30 plus years of implementation experience in the Public Sector and well over 1,200+ Public Sector implementations.

Infor Services key differentiators are:

- Experience with implementations of the proposed solution with Public Sector agencies throughout the United States, many of similar size as the City of Garden Grove.
- Consultants who are familiar with Public Sector business process and management challenges, and who have access to best practices gained over 30 years of implementation experience in the Public Sector.
- An organization that is passionate about helping Public Sector agencies be successful in meeting their mission.
- Consultants who are the most in tune with the most current functionality of the proposed solutions and best practices as they relate to the proposed software solution.
- Project Managers certified by the Project Management Institute.
- A knowledge base of proven and exclusive tools and processes in project management, knowledge transfer, documentation and learning.

The Infor Services team assigned to the project will connect the City of Garden Grove to the full Infor ecosystem, including Infor company leadership, product development and support resources, and training development teams. Infor Services is best positioned to bring all the resource and support needed to support the City during the implementation and after Go-Live. Infor Services can address your greatest challenges and opportunities as we describe in greater detail throughout this response.

## Project Timeline

The timeline included in the provided Project Plan is built to match the implementation strategy and timelines. The Project Plan provided in Section 4.6, Implementation Plan, includes milestones and deliverables.

## Post-Implementation Technical Support

You expect a support organization to resolve incidents, track response times, and provide software upgrades, patches, and service packs. At Infor, we believe that is not enough. We take support further with Infor Support, because we believe that support has to be about more than reactive incident resolution and software upgrades.

With Infor Support, you get support that's industry-tailored from Infor, where we understand that the speed and quality of the information we provide are critical to your organization. You get the optimum benefit from Infor not only because of our deep industry knowledge, but also because we measure ourselves on how quickly we successfully address your issues.

With the Infor Support portal's consumer-grade user interface, you'll be able to set your viewing preferences so you'll get information presented to you in a personalized way. You'll also be able to access critical support resources, including software patches, service packs, updates, release notes, a comprehensive knowledge base, recorded briefings, and online communities 24 hours a day, 7 days a week, 365 days a year.

For the 9th straight year Infor has been selected as a winner in the 2017 Confrimit ACE (Achievement in Customer Excellence) Awards. Infor Support was awarded this honor as part of a group of businesses that have demonstrated outstanding achievement in customer experience. Infor was also recognized for Best Use of Feedback Solutions, which acknowledges organizations that best use Confrimit solutions to capture, analyze, and act on the Voice of the Customer to improve the customer experience.



## Meet the Infor Support Team

### Real people

We would never trust an automated robot to solve your problems. Whether your question is big or small, we're here to support you every step of the way.

### Real answers

We don't believe in canned responses or "one-size-fits-all" support. When you have a question, we're listening. And when we have an answer, we make it specific to the issue you're facing right now.

### Real support

We joined the Infor Support Team with backgrounds in engineering, development, and other technical fields. Some of us even helped develop the apps we support, so we understand them inside and out. We are all experts and we are all passionate about providing you with exceptional support.

We are vast

**1,200+**

superstars

Total number of Support staff around the globe

We are experienced

**10.27**

years

Average experience in Support

We are celebrated

**9**

awards

We won the Confrimit Achievement in Customer Excellence Award nine years in a row (2009-2017)

We are worldwide

**28**

countries

The Infor Support team spans across the world with 60 offices in 28 countries

We are adored

**8.73**

out of 10

Average customer satisfaction score

## Support Model Description

Infor offers support on a subscription basis or as a percentage of the license cost. Two levels are available so that our customers may choose what works best for them. We have proposed Infor Elite Support:

- **Infor Premium Support** – Support for an unlimited number of incidents, continuous online support through a portal that's available 24x7, telephone support, and priority queuing based on the severity of an incident.

Infor Support has defined methodologies and key business systems to allow our customers to interact with us 24x7x365 via the online Infor Support portal. Our extensive knowledge base system and recorded webinars are available to our maintenance paying customers at their convenience. Plus, critical incident support 24X7 and live, interactive briefings.

- **Infor Elite Support** – All the benefits of the Infor Premium Support plan **plus an assigned Customer Success Manager** for our customers whether they choose to host our applications on their premises or customers who choose the Infor Cloud (SaaS) model. These specialists and the programs associated with their services are designed to deliver dedicated and targeted support in helping resolve issues and achieving user satisfaction with Infor's products and technology through a variety of services. Additional services include, but are not limited to, support activity reviews, early adopter programs, and special events support.

## 1.0 Company/Staffing, Background, Organization, and Experience

This section of the proposal should establish the ability of the Vendor to satisfactorily perform the required work by reasons of experience in performing work of a similar nature, demonstrated competence in the services to be performed, strength and stability of the firm, staffing capability, and record of meeting expectations on similar projects. City, at its option, may require a Vendor to provide additional support and/or clarify requested information.

The Vendor should provide:

### a. A brief profile of the company

✓ A brief description of the organization structure and primary products and services provided.

**Infor Response:** Infor is organized to deliver success to our clients. In our company's history there has been one constant. We listen to our customers. Continuous improvement is a principal that guides the management of our company, with a focus on how we deliver products and services to our customers, our global "go to market" strategy, making it easier to do business with Infor and simplifying our internal operations. Therefore, our structure reflects a product-based, geographic management philosophy that puts us close to our customers, with core product development, technical support, and services centralized within each of our primary solution groups and easily accessible by our geographic regions.

Throughout our history, we have methodically and purposely redefined the expectations for Infor's leadership team and have made the necessary adjustments to accelerate our growth. The result is a focused growth strategy, a strong and compelling technology vision centered on our open SOA platform, an enviable and competitive position as the champion of the business software customer, with a population of approximately 16,000+ employees.

Infor offers customers the benefits of a global company with local presence and experience.

Infor is changing what you can expect from an enterprise software provider by delivering, through acquisition and innovation, proven business-specific solutions with experience built in. And that means great things for you:

- Industry experience built in for lower total cost of ownership.
- ROI now, not later.
- A wide choice of solutions to support your business challenges, from a provider with global scale.
- A product strategy to evolve our solutions to meet your needs, at your own pace.

### Infor Cloud Offerings

Our cloud products deliver an integrated application suite hosted on our servers. Our industry leading model offers a flexible hybrid model, where some functionality is served on-premise and some functionality is served from the cloud, providing customers with the flexibility and adaptability that they need.

Our cloud products are served from state-of-the-art industrial data centers and deliver enterprise-level functionality for Enterprise Resource Planning, Customer Relationship Management, Enterprise Asset Management, Property Management, Expense Management, Hospitality Management, and Workforce Management.

### Infor Maintenance and Support Services

Our maintenance and technical support programs include software upgrades, updates and corrections for the software under maintenance, as well as various levels of technical support including access to our knowledge base and our product support team, technical advice and application management. These programs are comprehensive customer care programs which entitle our customers to various levels of support to meet their specific needs. Our maintenance and technical support offerings are delivered through the support organization operating from our support centers around the world.

✓ Other major products or services offered.

**Infor Response:** Infor has the unique competitive advantage of having world class, best in breed, integrated solutions. As an extremely profitable and growing organization, we have the financial viability to support our customers worldwide by utilizing synergistic resources of our technology portfolio. Infor's best-in-class, ERP, Supply Chain Management, Warehouse Management, Product Lifecycle Management, Business Intelligence, Customer Relationship Management, Enterprise Asset Management and E-Business solutions address the business needs of the entire extended enterprise. A brief description of each follows:

- Customer Relationship Management - Integrate marketing, sales, and service. Infor's CRM software system enables a multi-channel, closed-loop dialogue with your customer that nurtures loyalty. You make the most of every customer interaction.
- Enterprise Asset Management - Go beyond maintenance metrics. Infor EAM creates a comprehensive vision by capturing and consolidating not only standard transaction maintenance metrics, but also metrics from a variety of operational and financial systems.
- Enterprise Resource Planning - Gain flexibility and control. Infor ERP helps you automate, plan, collaborate, and execute according to your unique business requirements – with a breadth of functionality that never locks you in to one mode of operating.
- Financial Management - Support extended responsibilities. Infor FM combines all the capabilities CFOs need to meet growing demands from managing financials to employee interfacing to performance management and other strategic initiatives.
- Human Capital Management - Optimize the recruit-to-retire process. With Infor HCM, improve competitiveness by hiring, retaining, and empowering the best people. You can share vital workforce information and provide self-service to employees and managers.
- Performance Management - Gain actionable insight. Infor PM links corporate strategy to operational plans, generating actionable business insight for increasing user productivity, controlling costs, and improving overall business performance.
- Supply Chain Management - Manage the most complex scenarios. From concept to customer, Infor SCM gives you the visibility you need to operate a chaos-tolerant supply chain that supports profitability, competitiveness and growth.
- Workforce Management – Gain visibility. With Infor WFM you get a clear window into the areas of workforce performance that matter most to your organization, and help you optimize your workforce's performance by understanding and acting on the factors that impact it.
- Expense Management – Gain control over employee-initiated spending. More than just an end-to-end travel expense management solution, Infor™ Expense Management enables employees to plan and expense business travel; request and approve payment requests; capture time for charging to projects and cost centers; and calculate paid time off and overtime.

✓ Company's strategic direction in software design and support.

**Infor Response:** Infor is focused primarily on medium and large-sized enterprise organizations that require advanced software products and services designed specifically for their needs. The principal features of our strategy are:

- **Microvertical Software Suites.** We develop enterprise software applications to meet the specific needs of customers in targeted industries and increasingly for the microvertical segments within these broader industries, generally enabling our customers to have functionality tailored to the unique needs of their businesses and markets. We intend to continue designing, developing and deploying microvertical-specific applications and technologies that maximize ease-of-use and provide a lower total cost of ownership for customers by saving them time and resources during implementation. To maximize the benefits of our solutions, we plan to complement our industry expertise through our professional services organization and strategic relationships with key partners.
- **Architecture of the Internet.** We believe enterprise software and technology have generally lagged the overall advancements delivered during the Internet era. As a result, our intent is to bring these advancements to our customers. For example, our technology approach for integrating the often disparate applications used by our customers is based on the loosely coupled architecture of the Internet, as opposed to the monolithic approach of the past. Infor ION technology is lightweight middleware that uses the standards found in the Internet to connect both Infor and non-Infor applications. This approach simplifies implementations, minimizes the disruption and complexity of upgrades and helps increase the overall speed, agility and deployment flexibility of our customers. Infor technology also includes other advancements in social collaboration, mobility, analytics and cloud deployment solutions.
- **Creating Experiences People Love.** We believe that the overall design and user experience delivered by enterprise applications has trailed the broader software market in recent years. As a result, we are focused and addressed this market need in two ways: 1) creating and investing in an internal design agency called Hook & Loop to bring top design talent and expertise to Infor and 2) delivering business software that is beautifully designed, easy to use, and consistent with what business users find in their personal lives. Hook & Loop, the internal creative development group of Infor, is an energetic think tank where creative curiosity becomes business reality. Composed of more than 80 talented creatives including designers, writers, developers, and filmmakers, all experts in the art of creative problem solving Hook & Loop works closely with Infor developers and product managers around the world to create innovative product experiences.
- **Infor CloudSuite.** Combines flexible and proven cloud solutions for select industries, differentiated user experience, and world-class cloud infrastructure from Amazon Web Services. With Infor CloudSuite, you get industry solution suites backed by decades of practical application and continuously enhanced with the latest innovations, from mobile access and social technologies to industry-driven analytics. Infor CloudSuite is powered by Amazon Web Services (AWS), a global cloud hosting leader whose singular expertise and highly-secure infrastructure provide unparalleled protection and reliability. Deploy in one of the most secure cloud environments available, providing visibility and control that's trusted by the US federal government.

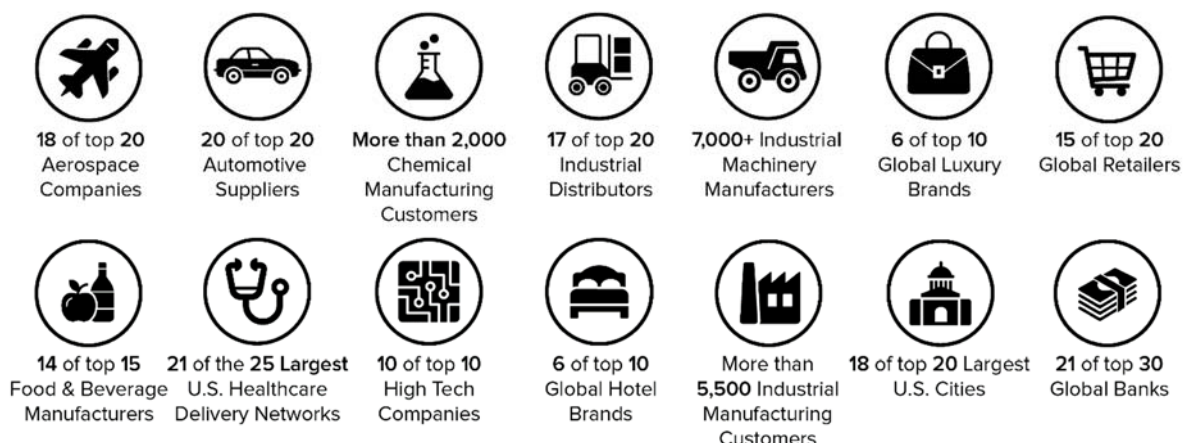
✓ Describe how long the Vendor has been in business.

**Infor Response:** The proposed software by Infor is an evolution of software of Lawson Software, Inc, which was founded in 1975.



✓ Company's experience in performing work of a similar nature to that solicited in this RFP.

**Infor Response:** Infor industry experience includes:



Infor offers a complete array of products to manage every part of your front office, back office, and supply chain operations. Whatever your role or responsibility, information flows seamlessly and securely across these functions so the information you need is always right at your fingertips.

- Enterprise Resource Planning
- Regulation, Permitting, and Enforcement
- Public Sector Asset Management
- Customer Information System (CIS) Billing
- Customer Relationship Management
- EnRoute Police and Emergency Dispatch
- Libraries and Information Centers
- Hospitality/Government Lodging
- Governance, Risk and Compliance (GRC)
- Construction Management/Property Management
- Public Sector Healthcare

### b. A general description of the company's financial condition

✓ Provide audited financial information for the past two years.

**Infor Response:** Infor is a leading provider of beautiful business applications specialized by industry and built for the cloud with approximately 16,000+ employees and customers in more than 170 countries and territories. Our FY17 revenues were approximately \$2.9 billion and our adjusted EBITDA was over \$765 million, or 26.8% of revenues. These metrics demonstrate our customers' and prospects' continuing endorsement of our product strategy and customer-centric approach to support and services. Additional detail can be made available upon notification of shortlist or serious intent to consider.

Although Infor's shares are not publicly traded or listed on any public exchange, we are a voluntary public filer with the United States Securities and Exchange Commission and publicly file periodic SEC



reports (10-K, 10-Q, etc.) that include financial statements. Infor's filings with the SEC can be accessed at the following link(s):

Fiscal year ending, April 30, 2017

<https://www.sec.gov/Archives/edgar/data/1556148/000119312517212858/d303410d10k.htm>

Fiscal year ending, April 30, 2016

<https://www.sec.gov/Archives/edgar/data/1556148/000119312516629549/d163360d10k.htm>

Fiscal year ending April 30, 2015

<http://www.sec.gov/Archives/edgar/data/1556148/000119312515236198/d941033d10kt.htm>

✓ Privately held companies wishing to maintain confidential financial information must provide information detailing the company's long-term stability. Please provide a current Dunn & Bradstreet report (D&B) as part of the Vendor's proposal response.

**Infor Response:** Please see the attached D&B report in the Appendix of this proposal.

✓ Provide information regarding any pending litigation, contract defaults, planned office closures, impending mergers, bankruptcies, or other conditions related to the financial health of the company.

**Infor Response:** Infor is a multinational corporation with thousands (if not hundreds of thousands) of agreements in place, many of which are with public entities or agencies. As with any large commercial enterprise with Infor's lengthy history there may be contract disputes that have arisen on occasion. Where this occurs, Infor's standard procedure is to achieve an amicable resolution by directing its efforts to resolving disputes through communication and dialogue. The preparer is not aware of any currently pending or prior dispute, claim or action that would be likely to materially and adversely impact the work proposed in this response or Infor's ability to provide the requested products and services.

✓ Provide information regarding any pending transitions or the sale of interest owned by majority or principal owners or key employees.

**Infor Response:** The preparer is not aware of any currently pending action that would be likely to materially and adversely impact the work proposed in this response or Infor's ability to provide the requested products and service.

✓ If the Vendor is proposing to use subcontractors on this project, please provide background information on each subcontractor, Vendor's relationship with that firm and the specific services and/or products that the subcontractor will be providing on the project. A complete list of subcontractors is required. The City has the right to approve all sub-contractors of the Vendor at any time. Primary Vendor shall not allow any subcontractor to commence work until all insurance required of subcontractor is obtained.

**Infor Response:** In addition to the delivered components, Infor also includes the following third-party products as part of our solution to fill requirements within the RFP that are not within the core functions supported by our solutions.

Third-Party Solution	Business Purpose	Level of Delivered Integration
<b>MHC Document, Image Express, and Document Self-Service</b>	Document imaging & attachments; Production of customer-specific forms (checks, purchase orders, invoice, W-2, paystubs, etc.)	Embedded Functionality and Interactivity
<b>BSI Tax Factory</b>	Payroll Tax Tables, Calculation and Regulation Management	Embedded Functionality
<b>PCI</b>	Cashiering and Point-of-Sale Management	Data Interface with General Ledger and Accounts Receivable

Infor has long term partnerships with MHC, BSI, and PCI and capitalizes on their specific expertise to enhance our customers capabilities.

This section shall also identify key personnel who will be assigned to the project, including an organization chart for the project team. The chart shall indicate how the Vendor intends to structure the project effort, and identify the Project Director/Engagement Manager, Project Manager, Technical Team Members, Trainers and all other key personnel.

The Project Manager designated by the Vendor shall have the overall responsibility to the City. The Project Manager shall have the responsibility for the day-to-day communications with the City to coordinate the activities of the installation and implementation team, and to accomplish the scope of work within the contract budget and project schedule. The Project Manager must have at least three (3) years of experience in administering project management services of the proposed software. A resume of the Project Manager must be provided detailing the work history for the last 10 years. The Project Manager is desired to have PMP (Project Management Professional) certification or evidence of sufficient PMP certified project management training to completely satisfy the education requirement of a PMP certification track.

Each team member included in the project organization chart shall be identified by name, and a resume or profile shall be provided for each key person. Each resume or profile shall be complete and concise, featuring experience that is most relevant to the task responsibility the individual will be assigned. If an individual is assigned to more than one position, the relevant experience shall be indicated for each task assigned. The project technical team must have a minimum of three (3) years of experience with an installation of the current (or one previous) version of the proposed software for similar organizations.

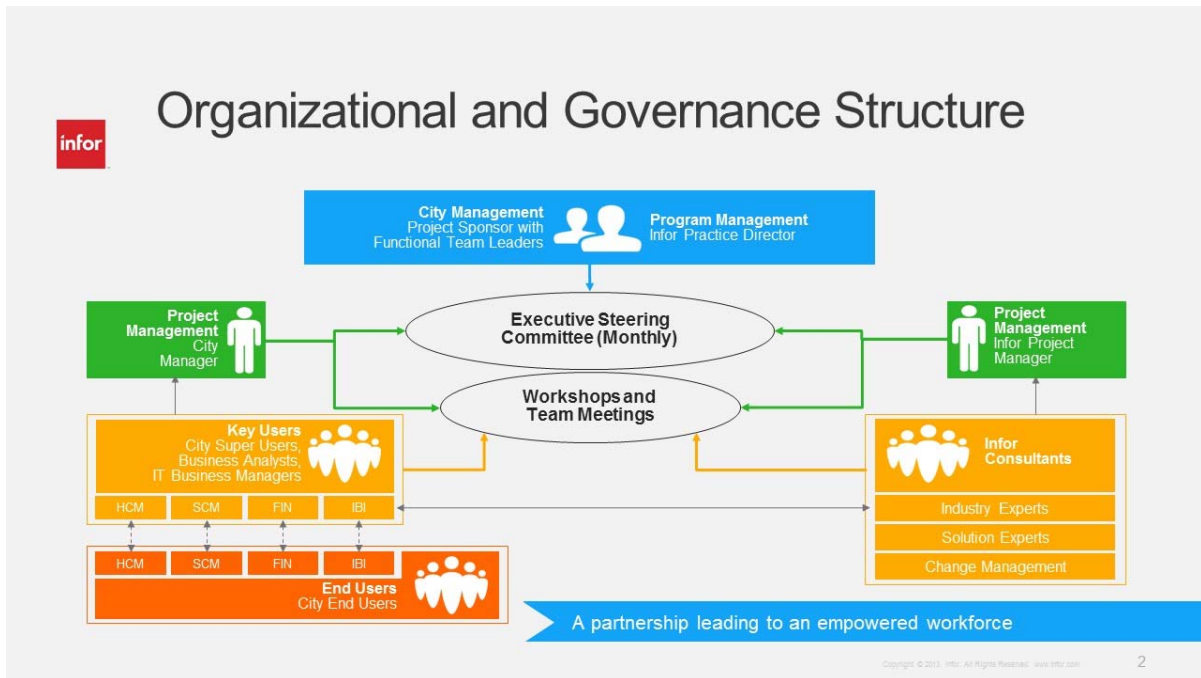
For all proposed project team members, please also indicate other projects these individuals will most likely be engaged in at the time this project commences, as well as anticipated completion dates for those other projects, and how that may impact the amount of time the individuals will be spending on the City's implementation. Please also indicate the anticipated percentage of time each team member will be dedicated to the City's implementation throughout the course of the project.

The specific staff identified in the original Proposal may not be changed prior to commencement of work or during the course of the project without the specific approval of the City and at least two weeks prior notice. Replacement candidates must have the same or higher level of similar experience as the original project team member they replace. Resumes of replacements shall be submitted with all applicable information.

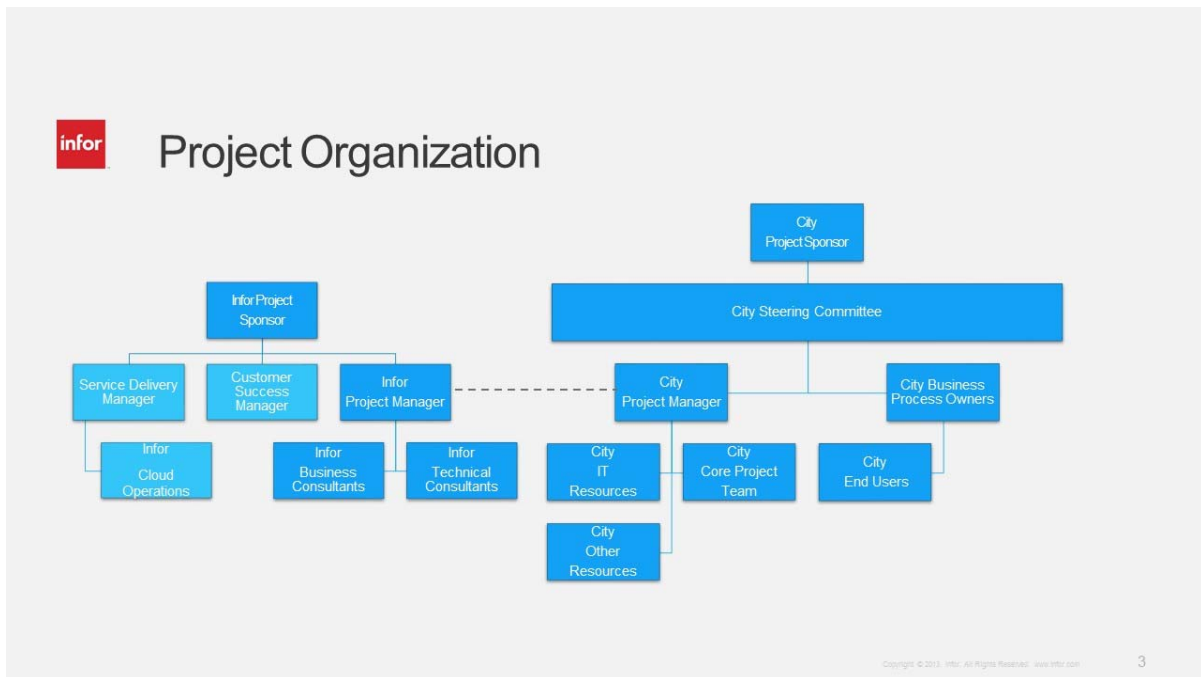
### **Infor Response:**

#### **Organization Chart**

Infor has provided the following diagram below, which depicts a high-level overview of our proposed project organizational chart. It has key City resources integrated into it for a more comprehensive picture of the overall delivery team.



A more traditional high level organizational overview is shown below:



Infor will work with the City as true partners to ensure each team member has the opportunity to understand, contribute, and take pride and ownership in the delivery of a successful project.

### Proposed Staffing

Infor has provided the following resources as representative of the level of resources that would be assigned to the City project. However, the proposed team member's participation will be dependent upon the actual start date of the project, and their availability at that time.

ROLE	CONSULTANT	% OF TIME DEDICATED TO THIS PROJECT
Project Executive	Michael Dunning	5 to 10%
Project Manager	Jerry Tweedy	75 to 100%
GHR Consultant	Keith Robben	50 to 75%
Payroll Consultant	Kristin Albrecht	50 to 75%
Finance Consultant	Cathy Jones	50 to 75%
Procurement Consultant	Roberta Klink	50 to 75%
Training Lead	Joel Spenner	50 %
Organizational Change Management Lead	Dave Roitman	Phase 0– 75% Phase 1 – 25%

We have provided resumes with details on experience for the resources named above in Appendix F as required.

### Proposed Staff on Other Projects

Infor's project workload is considered proprietary information; however, Infor Services and Support offers our customers more than approximately 4,000+ experienced professionals and implementation partners in more than 170 countries—a global network of proven domain experts with local presence and knowledge who are well-qualified to support the complete Infor offering of solutions and technologies. We back our network with the best-practices developed from years of experience, along with the tools and materials to maximize your return on investment.

Infor carefully plans, monitors and executes project resourcing against our contractual obligations with our clients. We have resource managers and resourcing applications whose specific priority is to insure each project is staffed with the highest skill level of consulting resource.

### Replacement of Proposed Staff

Infor acknowledges the City's requirement that the staff cannot be changed without its approval at least 2 weeks in advance.

Should this occur, suitable resources will be presented to the City as replacements to ensure we mutually agree upon the right replacement resource.

As your partner, Infor understands the importance of Project resource continuity. Infor would ask the same commitment from the City regarding its Project Manager and key project resources.

## 2.0 Application Software

As the City is open to either an on premise, hosted or Software-as-a-Service solutions, aspects of the proposed solution to be provided should be clearly delineated where they vary between these approaches in the sections below.

The Vendor is required to provide a general description of the proposed solution and how it will meet requirements of this RFP. This section must address, at a minimum, the following:

a. Describe the overall proposed technology solution, including the software architecture – web-based or client server.

**Infor Response:** Infor provides a fully hosted and fully managed solution. Infor leverages the services of Amazon Web Services (AWS) to provide the hosted solution. Infor solutions include a set of system, application, database, and infrastructure installation and support services. These include application and hardware administration, patch management, database and operating system management, performance monitoring, backup and recovery, archiving, and proactive health checks. Customer can access the application via compatible browser.

Infor CloudSuite Public Sector was designed from the ground up as a web-based, Service Oriented Architecture (SOA), Java EE, high scalable solution. Infor CloudSuite Public Sector is database agnostic and platform independent enabling deployment against your existing IT strategies and standards – On-premise, Cloud, or Hybrid models. Infor CloudSuite HCM is architected as SOA/ROA with ReST Web Services. API access occurs between Presentation to Application layers *and* between Application to Data layers.

Landmark employs a multi-tiered architecture, exposing applications enterprise-wide. Multi-tiered means that the presentation layer is separated from the application tier, including the application server. Enterprise-wide means the application can be exposed over the internet as well as the intranet.

Supported operating systems include the latest versions of UNIX and Windows along with latest versions of the following databases: Oracle and MS SQL. Virtualization is fully supported along with any HA/DR technologies.



Infor utilizes multiple User Experiences based on their given Role(s):

- **Infor Ming.le (Self-Service and Casual Users)**

- Any HTML5 Web Browser
- no plugins required
- Thin Portal Technology
- Social & Contextual



- **Infor Rich Client (Power Users and System Administrators)**

- Self-Maintaining Rich Client App
- Designed for High Productivity User Experience
- User-Driven Personalizations
- Rapid Access to Large Views of Data
- Configuration Console Access



- **Native Mobile Access**

- Pure HTML5 User Interface Auto-resizes for device
- Purpose-built Mobile Apps – Role Specific
- Android, iOS, Windows and pure HTML

### Specific Desktop Requirements

- **Web Browsers: For Browser-Based Access**

- Internet Explorer 10/11, Firefox Latest Version, Safari 5.1 (Mac), Google Chrome Latest Version

- **Rich Client Desktop Requirements:**

- **OS:** Windows 7, Windows 8.x
- **Hardware Recommended:**
  - Dual-Core Personal computer is the minimum; Optimal - 2GHX or greater processor is recommended
  - Memory: Minimum free memory of 1.2 GB is required
  - Java Runtime Environment (JRE) v1.7.0 or v1.8.0 required to install Rich Client
  - Disk: Minimum free memory 250 MB free
- **Recommended 3rd Party Software:**
  - MS Office 2007/2010/2013, Adobe PDF Reader 9+

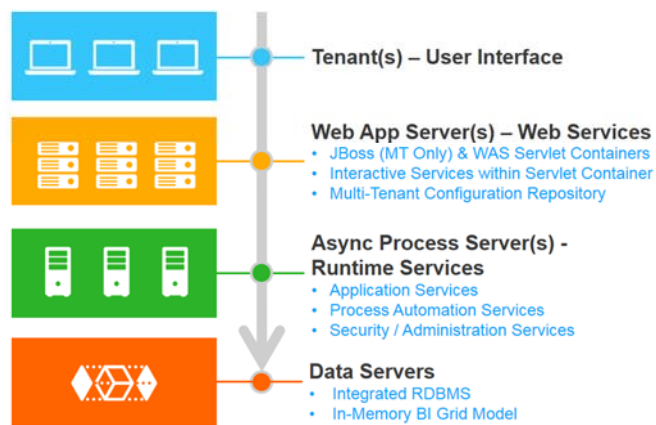
In Infor CloudSuite Public Sector's Java architecture, all processing and data management occurs on the Java EE server, and there is no IT maintenance with the user's workstation. Below is a logical diagram depicting the core Infor CloudSuite HCM application components – UI's, Java Server, Security, Workflow Process Automation, and Integrations.

The Infor user experience, workflow, and processing logic are completely tailorable via Infor Configuration Console & Infor Process Automation, without ever touching core source code:

## Infor Landmark Technology

Homogenous execution architecture

- ✓ Tenant agnostic
- ✓ Dynamic scaling
- ✓ Performance





- **In-memory Java Object Model** – Java is a powerful modern language that enables applications to be modular, configurable, flexible, and extensible. By leveraging Java and incorporating contemporary design patterns and In-memory processing innovations, the Infor Technology Foundation delivers a platform suited for high availability and high performance. One of the main innovative patterns used is the execution of metadata on top of a pre-built Java framework. Metadata describes the objects, relationships, the rules, the business logic, the business process, and the analytics – all aspects of the application in its entirety. Defined in a domain specific, specification-based Pattern Language, the metadata is parsed into memory in Java data structures. The data structure objects drive the Java framework and execute in memory.
- **Embedded Process Automation** – Business process automation is uniquely embedded in the architecture. Process flows use consistent objects and common services without the need to translate, transform, or repeatedly align. Process automation tools may be used to extend, re-define, adapt, and where necessary, optimize workflows to suit unique business needs.
- **Amplified Configurability** – No Source code modifications; ever. If selected applications are deployed on Infor's next generation Landmark platform, entire applications are built by Infor Analysts, not Programmers, using a declarative model which auto-generates Java code into a fully functioning system (UI, application logic, DB). By doing this, Infor allows Customer Administrators to use the Configuration Console wizard to change the entire application behavior, menus, forms, views, user defined fields, logic, etc., through a point and click interface which then auto-generates system functionality. The same is true for Users which can personalize labels, fonts, colors, default values, unnecessary fields, etc. for their own "personal" view of the application without affecting other users. In both cases, updates happen in real-time without having to rebuild the system or database. Built-in safeguards for reverting both Administrator and User changes to the original delivered application happen with a UI click. You are in total control of the deployed Infor Public Sector applications.
- **Cybersecurity** – The Infor Technology Foundation security architecture is built for internet access and is more resilient to external attacks and internal risks. Layers of protection are provided in the architecture; these range from secure platform services to granular application and web services. Infor Security enables collaboration across multiple systems, networks, and organizational units in different trust realms. In addition, the Infor Technology Foundation includes web application security that enables strong authentication and embedded authorization procedures. The security architecture provides identity management, web single sign-on, and API security for constituents, partners, and employees using any device. The security architecture supports several identity standards including SAML, WS-Federation, WS-Trust, OAuth, and SCIM.
- **IBM WebSphere Application Server** – Required as the Java Servlet container to power Infor CloudSuite Public Sector; WebSphere is bundled and optimized with the Infor solution. Infor Public Sector is Java EE compliant, and is partnered with IBM to offer a simpler ownership experience for Infor clients – Web-Sphere is the global leader in Java application servers. All WebSphere training and support is provided direct through Infor – a single point of contact.
- **Dynamic horizontal and vertical scaling** – The Infor Technology Foundation implements scale up and scale out capabilities to provide more optimal response times and a better operations experience. The applications may execute in physical or virtual server environments, optimizing hardware power. Infor Grid technology is used to manage multiple Java Virtual Machines (JVM) running on multiple servers.
- **High performance and availability** – The Infor Technology Foundation introduces new concepts that significantly change the way applications are deployed in the cloud and on-premise. In addition, system monitoring and data administration tools help ensure timely detection and quick recovery from failures. Built to perform optimally in the Amazon Web Services platform and on-premise, the architecture provides several tuning options to fit

- business availability, performance, and scalability needs. In the Infor Technology Foundation, all servers are “active” as all servers in the configuration can take traffic all the time enabling high availability with very limited, if any, down time.
- **Prebuilt Integrations** – Leveraging the power of Infor ION (Intelligent Open Network), the Infor Technology Platform provides prebuilt integrations using open, non-proprietary standards like OAGIS (Industry-standard XML). This helps ensure that independent applications talk to each other in the same common standard. The platform loosely couples systems together so they speak the same language, but are not dependent upon each other. Much like the Internet, one application can be upgraded, replaces, or even fail without taking down the entire network –providing an open architecture that is flexible, scalable, and adaptable.
  - **Pervasive Effective Dating** – With most architectures, if users want to view data and activity from the past, they’ve generally had no choice but to run reams of historical reports and manually correlate data to make sense of what might have taken place. No more. The Infor Technology Foundation takes working with the level of time to a whole new dimension of application usability. It provides temporal views of the history of source data. But that’s not all. Users may enter future dated transactions that take effect when the date is reached. This activates a temporal view of the application system and data “as of” date.
  - **Pervasive Attributes** – Users can configure business objects and attributes. They can add a new business class or attribute to extend the system based on their business needs. Once configured, these updates are pervasive throughout the system-In interfaces, APIs, processes, and reports. No programming or costly customizations are necessary. Since the system is metadata driven, the framework recognizes the changes and behaves accordingly.
  - **Search** – Powerful search functionality has been implemented to help users find the information they need. Text searches can be used for quick access to records. Infor Enterprise Search may be used to scan through multiple data sources and stores of information.
  - **Reports Anywhere** – The Infor Technology Foundation embeds report capabilities, empowering users with convenient and pervasive functions. The implementation of Report Anywhere pattern allows users to view objects and lists and print them anytime and from any device. There are two types of reporting functionality – Live Reports and Purpose-built standard reports. Purpose-built reports may be scheduled, received, and automatically distributed to quickly disseminate critical information.
  - **Real-time Embedded Analytics** – Traditionally, analytic capabilities have resided outside the business application. With Infor Technology Foundation, analytic capabilities are embedded in the application, which helps users get deeper insight more quickly. The integration of a business intelligence (BI) platform with the application architecture enables users to interact with the information without switching context. It supports a decision or action in the context in which that decision or action takes place. Whether users are entering transactions or pondering key metrics, a single page delivers the experience. Business objects and analytics are contextually always together. Users can navigate with ease, drilling to data details from analytics or to related analytics from business object data.

b. Describe unique aspects of the Vendor’s solution in the marketplace.

**Infor Response:** Infor is fundamentally changing the way information is published and consumed in the enterprise, helping 90,000 customers in more than 170 countries and territories improve operations, drive growth, and quickly adapt to changes in business demands. Infor offers deep industry-specific applications and suites, engineered for speed, and with an innovative user experience design that is simple, transparent, and elegant. Infor provides flexible deployment options that give customers a choice to run their businesses in the cloud, on-site, or both. With all of this in

mind, there are several unique aspects of Infor's solution including Industry-specific CloudSuite solutions designed for the Public Sector, XML-based middleware for easy integration, alerts, and workflow that lasts through upgrades, and beautiful software that is designed with the end user in mind. More information is included below:

### **Industry CloudSuite Designed for Public Sector**

Infor products mark the debut of an entirely new category of business software, conceived from today's flexible open standards and delivered through an agile, unbreakable architecture that gives customers the speed, freedom, and power they've always wanted—but couldn't get until now. With the Infor suite, we're reimagining business software to change the way work is done in the industries we serve. We're building industry suites that deliver maximum value quickly, with features tailored to the specific needs of each industry.

### **XML-Based Middleware for Integration, Alerts and workflow**

By creating revolutionary lightweight middleware technology, and new ways to implement and integrate business software, Infor helps companies leap over traditional application boundaries to improve performance and streamline workflow.

### **Beautiful Software**

With our in-house creative agency called Hook & Loop, Infor creates beautiful, easy-to-use software that is modern and flexible for the back office and field users. It's based in our company's headquarters in New York City. This energetic think tank is composed of more than 80 talented creatives—writers, designers, developers, and filmmakers—all working together to solve problems. It is the engine that drives innovation around product design and user experience across Infor's entire suite of business applications, as well as the agency that communicates Infor's vision to customers, partners, and the industry.

### **Creating experiences people love**

Hook & Loop was formed with a singular mandate—to create experiences people love. To achieve this, the group works with Infor developers and product managers around the world to push past the merely functional, and into more meaningful user experiences.

### **Going beyond look and feel**

Our approach begins with the user. Rather than fixate only on the fundamentals of technology, everything Hook & Loop pursues is motivated by user experience. From content planning to strategy, the team moves away from simply designing "look and feel" to focusing on the total experience: how users interact with software and what that means in the context of their reality.

### **Focusing on the user**

Workshops, testing, research and analysis are just some of the techniques Hook & Loop employs to uncover what is most important to Infor customers. With this information, Infor develops innovative business applications that solve customer problems and provide beautiful user experiences.

In our responses above, we have detailed why we believe that this unique approach to business applications will benefit the City.

c. Describe components of the solution that are industry standards versus being proprietary to the Vendor.

**Infor Response:** Infor's proposed applications have been developed using industry standard tools and technologies to deliver a 100% web based solution. Infor takes advantage of standard and available web technologies and standard published interfaces that include HTTP, HTTPS, TCP/IP, XML, JavaScript and HTML. By basing our applications on industry standard technologies we have streamlined technical integration and expansion of functionality activities and tasks.

Within our highly componentized architecture, Infor CloudSuite Public Sector allows each component to evolve technologies independent of other components. This has allowed us to evolve databases, workflow and interfacing, middleware, reporting, and user interfaces, among other components, independently as their associated technologies change. We support industry standard Application Server Operating Systems, Relational Databases, Web Servers, Servlet Container and LDAP servers. Our infrastructure partners include Microsoft and Oracle.

All of the proposed business applications are developed, using industry standard technologies, by Infor and our partners, and are proprietary.

d. For third party products proposed that are integrated with the Vendor's solution, provide the following for each product:

- ✓ Reason that this product is a third-party product versus being part of the Vendor's solution.
- ✓ Extent to which this third-party product is integrated with the Vendor's solution.

**Infor Response:** In addition to the delivered components, Infor also includes the following third-party products as part of our solution to fill requirements within the RFP that are not within the core functions supported by our solutions.

Third-Party Solution	Business Purpose	Level of Delivered Integration
<b>MHC Document, Image Express, and Document Self-Service</b>	Document imaging & attachments; Production of customer-specific forms (checks, purchase orders, invoice, W-2, paystubs, etc.)	Embedded Functionality and Interactivity
<b>BSI Tax Factory</b>	Payroll Tax Tables, Calculation and Regulation Management	Embedded Functionality
<b>PCI</b>	Cashiering and Point-of-Sale Management	Data Interface with General Ledger and Accounts Receivable

Infor has long term partnerships with MHC, BSI, and PCI and capitalizes on their specific expertise to enhance our customers capabilities.

## 3.0 Technical Architecture

The Vendor shall provide all relevant information in this section describing the technical architecture for the proposed solution. The information will be used in the evaluation process.

First, the Vendor should identify where conflicts may exist between the proposed solution and current technologies being used in the City as described in PART I – General Information and Project Background. If no conflicts exist, the Vendor must specifically assert as such.

**Infor Response:** While Infor does not anticipate any conflicts between our proposed solution and the current technologies used at the City, Infor cannot state definitively that no conflicts will arise during the project.

Infor's SaaS multi-tenant cloud utilizes AWS private subnets, called Virtual Private Clouds (VPC) where VPCs are deployed along with shared infrastructure to serve various applications/CloudSuites across thousands of Infor clients. Access control lists and an AWS construct called Security Groups are used to control inbound and outbound traffic (by default, no traffic is allowed into or out of the VPC). Only with specific, written approval from a customer's authorized security officer do we allow traffic from any publicly sourced location into the VPC. Access to the application is over the Internet via HTTP/S (TLS 1.2) encrypted tunnel.

If any proprietary end user hardware is recommended for the solution (e.g. time clocks, receipt printers, scanning devices, etc.), the Vendor shall detail in this section what is proposed and additionally provide unit and extended pricing in the Cost Proposal.

**Infor Response:** If the City wishes to deploy physical clocks for time entry, time clocks are required. Infor has not included barcode scanning hardware as part of our proposal.

As the City is open to an on premise, Vendor-hosted or SaaS solutions, the Vendor should prepare a response to the questions in the appropriate Technical Architecture sub-sections below based on the architecture of the Contractor's proposed solution. To the extent an alternative or hybrid solution is being proposed, please respond to the relevant sections accordingly.

**Infor Response:** Infor is proposing a SaaS solution hosted by Infor via our partnership with Amazon Web Services.

### On-Premise Option:

For Vendors proposing an on premise solution with perpetual software licensing, the following statements should be addressed in the proposal response:

a. Describe the proposed computer hardware and storage environment to support the system. Indicate the preferred hardware platform and why. List the conditions in which the preferred hardware platform would change. A hardware configuration, which takes into account the size of the City, application modules, database size, and anticipated growth, must be provided.

**Infor Response:** An on-premise solution is not applicable to Infor's proposal.

## Hosted or SaaS Solutions:

For Vendors proposing a Vendor-hosted or SaaS solutions, the Vendor shall fully describe the proposed model and technical solution. The Vendor must include the following in the response:

a. Please describe Vendor-hosted model, including: hosting, integration, help desk, provisioning and desktop management capabilities, deployment model (dedicated servers, shared environment, etc.), impact to the City's network and bandwidth, and any partners that may be involved in service delivery.

**Infor Response:** Infor leverages the services of Amazon Web Services (AWS) to provide the infrastructure in which the fully managed solution is hosted. Infor solutions include a set of system, application, database, and infrastructure installation and support services.

Generally, Infor will provide telephone support Monday through Friday, 8:00 a.m. to 5:00 p.m., local time, in the Customer's time zone, excluding holidays observed by Infor, which fall within the applicable coverage window. This needs to be discussed further during contracting.

As this is a multi-tenant deployment, SaaS solutions are deployed across shared infrastructure, databases are logical (virtualized) and each tenant is provisioned with its own database schema within a cluster. Tenants are provisioned with a unique and logical database which is established with their unique TenantID.

Bandwidth on our end of the application/data center is nearly unlimited and is monitored by our staff. Bandwidth consumption is very dependent on the types of tasks being performed. In the event of excessive latency, we work with our customers to determine the root cause of this disruption.

b. Please describe the proposed service level agreement, including any tiered levels of service, response times, and standard metrics.

**Infor Response:** Infor's Support policies follow 24x7 priority 1 operational support, and local customer time zone support (for telephone) 8.00AM – 5.00PM for priority 2 and 3 issues (non-critical). Infor offers two support plans, as described below. We have proposed Elite support to the City:

- **Infor Support** – Support for an unlimited number of incidents, continuous online support through a portal that's available 24x7, plus extended critical incident support 24X7, live, interactive briefings, and priority queuing based on the severity of an incident.
- **Infor Elite Support** – All the benefits of Infor Support plus an assigned Customer Success Manager dedicated to helping resolve issues and achieve user satisfaction with Infor's products, technology, and on-going cloud operations. Additional services include, but are not limited to helping resolve issues through coordination of the following activities: access to senior level Infor Support and development analysts; update planning assistance; scorecard reports and early adopter program.

Infor shall use commercially reasonable efforts to meet the Response Targets set forth below.

- For Severity 1 incidents, Infor will make commercially reasonable efforts to respond, within one (1) hour during scheduled business hours;
- For Severity levels 2-4, Infor will make commercially reasonable efforts to respond, within two (2) hours during scheduled business hours.
- Infor does not set a response target for Severity 5 support incidents.

Internally, our Cloud Operations teams have visibility to the metrics within the service delivery infrastructure. At this time, we do not provide visibility to those metrics to our customers.



c. Please describe the support model, including: cost structure for support calls.

**Infor Response:** Infor CloudSuite subscription offerings deployed in the Infor Cloud have a common set of capabilities, including:

- **Support:** An unlimited number of incidents reported by any of your Designated Contacts and 24x7 access to the support portal located at [www.infor.com/](http://www.infor.com/).
- **Infrastructure:** Power infrastructure, environmental controls, network infrastructure, storage, and other hardware and software.
- **Technical Change Management:** Ensures review and controlled implementation of changes that Infor may make from time to time in the support of the services. Changes require both a risk analysis and a peer review before being implemented in Infor's infrastructure.
- **Security and Privacy:** Infor's strategy is based upon best practices designed to comply with applicable laws and regulations, and is based upon generally accepted industry standards.
- **Scheduled Maintenance:** Subscription services shall be subject to a regularly scheduled weekly maintenance window. These scheduled maintenance windows ensure that our customers have access to the latest version of the technology.

Infor offers two Support plans:

- **Infor Support** – Support for an unlimited number of incidents, continuous online support through a portal that's available 24x7, plus extended critical incident support 24X7, live, interactive briefings, and priority queuing based on the severity of an incident.
- **Infor Elite Support** – All the benefits of Infor Support plus an assigned Customer Success Manager dedicated to helping resolve issues and achieve user satisfaction with Infor's products, technology, and on-going cloud operations. Additional services include, but are not limited to helping resolve issues through coordination of the following activities: access to senior level Infor Support and development analysts; update planning assistance; scorecard reports and early adopter program.

Infor CloudSuite may be set up as an operating cost rather than a capital expense with its transparent price tag. Our flexible payment models feature SaaS-based, per user, per month pricing and can be scaled up or down to meet changing business needs.

Essential features are standard:

- **Full service support:** Users in your organization receive ongoing updates, upgrades, and IT operations service.
- **Swift, unlimited incident response:** Your team stays in constant contact with support staff for system issues, which are prioritized by severity.
- **Phone access and 24x7 online support:** Speak with support during business hours or go online to file reports and browse our extensive knowledge base. Listen to recorded briefings on specific topics.
- **Online communities:** Use Infor social networking tools to ask questions of peers with the same configuration and industry challenges.

**Infor CloudSuite Support Plan Features**

Infor offers subscription plans to fit your needs. Please see the pricing section for details. Our flexible payment models feature SaaS-based, per user, per month pricing and can be scaled up or down to meet changing business needs.

- **Infor Business Application:** Provisioned as full service to users in your organization. This includes ongoing updates and upgrades, and IT operations.



- **Defined Incident Response:** With Infor's defined incident response targets, you will know when we expect to respond to your support incident, based on incident severity, product, and the support plan options you choose.
- **Unlimited Incidents:** A designated contact may log an unlimited number of support incidents with Infor.
- **Continuous Online Support:** The Infor Support Portal is available to you 24x7 to log incidents, or find information within the knowledge base.
- **Telephone Access:** During business hours, you may contact our support team via phone.
- **Priority Incident Queuing:** We will prioritize your support incidents based on severity.
- **Access to Online Communities:** Are part of Infor's social networking tools that allow you to communicate with and ask questions of your peers, who may have the same Infor Subscription Software, environment configuration, and industry challenges.
- **Recorded Briefings:** You will have access to recorded sessions featuring Infor support resources addressing common topics of interest. You can also request that Infor create Recorded Briefings on specific topics.

d. Please describe the data center and storage facilities, including: locations, staffing, physical security, environmental controls (including redundant power), redundancy/load balancing capabilities, data backups and disaster recovery capabilities.

**Infor Response:** Infor has partnered with Amazon Web Services (AWS) to provide hosting services. AWS maintains data centers in geographically disperse data centers for redundancy Infor will work with the customer to select AWS data centers that best fits their needs.

Infor has partnered with Amazon Web Services (AWS) to provide hosting services. All physical security is controlled by AWS. Please see <https://aws.amazon.com/whitepapers/overview-of-security-processes/> for details of how AWS addresses this.

Infor leverages a High Availability Array across multiple AWS Availability Zones that provides high levels of redundancy to the solution, and issues with individual servers are automatically load balanced to healthy servers to avoid system outage and disaster risks.

Our multi-tenant applications leverage and Active Cluster with redundancy across multiple databases across multiple datacenters to accommodate not only failover in the event of a database issue but also in the event of a Disaster. A cluster in our SaaS deployments is much more advanced in which failover is easily obtained verse the traditional backups our organizations are used to in an on premise model ex. Tape or Disk on a nightly interval in addition to log shipping. This provides our customers the comfort that above industry uptimes and redundancy is incorporated into our SaaS offering. The cluster avoids the need to have to restore from backups and roll logs forward which many of our on-premise customer DBA's are used to as protocol for restoring data.

e. Please describe the security issues, including: firewall security, authentication controls, and data encryption capabilities.

**Infor Response:** Infor deploys host based malware and IDS/IPS protection. The host-based system detects and prevents network level, inline events, and takes appropriate action to protect the environment.

Infor leverages the AWS technology of Virtual Private Cloud (VPC) which provide a logical barrier for the environment. This logical barrier acts as a stateful firewall.

Authentication is done via Active Directory Federation Services (ADFS) to the customer's Active Directory.

Infor encrypts the data in transit with TLS 1.2 and data at rest with AES 256.

f. Please describe the upgrade and patch management policies & practice.

**Infor Response:** Updates and upgrades are part of Infor's change management process. The frequency varies by product. Infor releases patches/updates/upgrades continuously for our SaaS multi-tenant customers to minimize downtime. The patches/updates/upgrades cannot be ignored because they are deployed to all customers and all environments (production, test) on the same version at the same time, as there is only a single code-set shared by all tenants on a given version. Most patches/updates/upgrades do require downtime. The amount of downtime varies upon the work to be accomplished.

g. Please describe the systems administration/ management capabilities including: monitoring of performance measures, intrusion detection, and error resolution.

**Infor Response:** Infor utilizes enterprise monitoring applications to monitor the production systems for performance and availability that include, but are not limited to, server status, central processing unit usage, electronic data interchange process, application/database availability, and bandwidth. Furthermore, the applications are configured to generate on-screen alert notifications and are configured to send e-mail alert notifications to operations personnel when specific thresholds are exceeded on monitored systems.

Intrusion detection and prevention is handled at the networking layer by our infrastructure partner, Amazon Web Services. At a system level, host-based firewalls and IDS/IPS systems are deployed to assist in this task. All systems and applications are monitored by a combination of commercial and custom monitoring packages.

Error Resolution is handled by Infor Support through an incident reporting and processing. Incident resolution related to product issues are often an investigative process that is iterative, with many variables, and at times requires collaboration and troubleshooting by various teams within Infor and customer to determine the root cause and bring the incident to resolution. Customer will have to communicate to Infor that what is important to them is having the ability to continue doing business while Infor investigates the cause of an issue, and providing regular updates as Infor progresses through the troubleshooting process.

h. Please describe how the model will help the City move to a new operation at the end of the contract term or if the contract is terminated, including the process for notifying of termination.

**Infor Response:** Upon termination or expiration of this Hosting Agreement, Infor will provide an sFTP site and help the owner download all data back on site or to another Cloud provider. In the event, that customer requires the return of customer Data in an alternate format or requires any other termination assistance services, Infor and customer shall mutually agree upon the scope of such termination assistance services and the fees and expenses payable for such termination assistance services. Process of notifying of termination should be discussed during contracting.

## 4.0 Implementation Plan

The City recognizes that ERP implementation is a significant undertaking. In order for the City to be successful with sustainably leveraging the system over the long- term, the City expects its staff will need to gain the appropriate level of understanding and expertise in the system during the implementation, to prepare the City for ongoing operation of the system as well as planning future upgrades.

As such, Vendor shall leverage their experience implementing the proposed solution at public sector agencies of similar size/complexity, and propose an appropriate level of implementation services for the City to be successful with its long term objective.

The City does not expect the implementation to be performed solely by the Vendor and understands that responsibilities for the implementation will be shared between the Vendor and City staff. The City is interested in proposals which will maximize the City's opportunity for a successful long term solution.

The Vendor is to provide an implementation plan in narrative format supported by an activity-level project plan using Microsoft Project or similar tool that details how the proposed solution is to be implemented. It is expected that the Vendor will lead the efforts in each of the implementation areas described below unless stated otherwise: (Please refer to Part II – Scope of Work – for detailed explanation of each effort.)

- Project management
- System configuration
- Operational design
- Hardware, software, storage design and installation
- Data conversion
- Report development
- Data interfaces
- Training
- Testing
- System documentation development
- Disaster recovery plan
- Go live support/post go live stabilization
- Knowledge transfer
- Staffing plan
- Ongoing services

### **Infor Response:**

#### **Project management**

##### ***Infor Deployment Method Overview***

The Infor Deployment Method will serve as the governing methodology for all project related work for the ERP Project. Infor Deployment Method defines what is to be delivered from the project; who is responsible for that work; and how the work is performed. Throughout the implementation there will be a gradual transfer of knowledge and ownership from Infor consultants to the City project team until the members of the project team become the drivers and champions of the new system and business processes.

Infor Deployment Method enables us to implement our solutions using a framework that delivers a smooth, fast, and accurate project execution. Our implementation approach is a proven, disciplined, organized methodology that is repeatable from customer to customer and across a phased project approach proposed for the City. Our methodology is based on years of refining and improving the steps and procedures that constitute implementation best practices.

Infor's ERP solutions are already built with functionality specific to the Public Sector industry—helping reduce the complexity, risk and cost of implementation. Our Infor Services team thrives on leveraging this functionality to solve your toughest business issues. And we are constantly working to expand our ability to benefit your organization in ways that other software providers cannot.

### ***Successful Execution – By Design***

Even with the functionality that organizations want and the technical base that organizations need, ERP systems are still falling short of their potential. Research shows that most organizations recognize how important ERP execution methodology is when it's already too late.

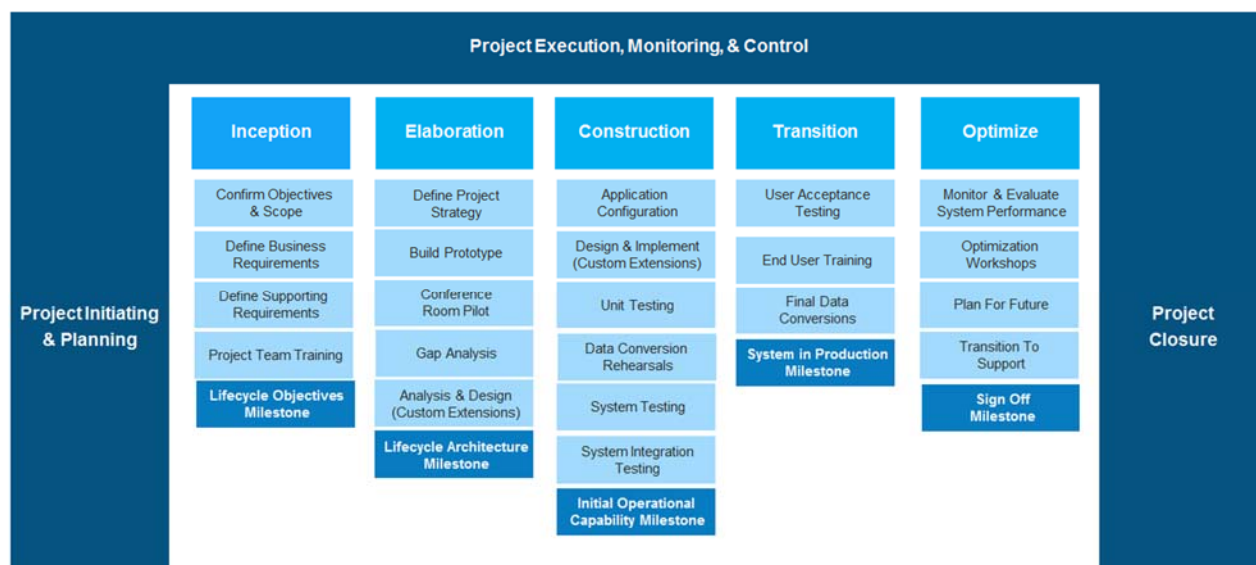
Infor believes that a reliable and realistic implementation plan may be one of the biggest factors toward ERP project success. With Infor Deployment Method, Infor takes the steps needed to avoid scope creep, and schedule and budget overruns. Infor Deployment Method represents a significant step toward simplifying and securing successful execution of your Infor solution.

Infor Deployment Method is designed to facilitate successful execution, every time. Developed and fine-tuned over the course of 10 years of implementations and based on best practices, Infor Deployment Method is an approach that delivers lower-risk, rapid, repeatable implementations of Infor solutions. Plus, it's scalable and flexible to accommodate a wide variety of project scenarios. It is an approach that ensures that you get only the deliverables you need for the completion of your project. No more. No less.

### ***Methodology Snapshot***

Infor Deployment Method is comprised of five stages including: Inception, Elaboration, Construction, Transition and Optimize. A key concept of the Infor Deployment Method is the separation of reusable core method content from its application in processes.

Infor Deployment Method can also be viewed from a Stage and Activity perspective with a critically integrated Project Management layer. The following diagram shows the Implementation Deployment Method with the Project Management layer acting as an overarching governance framework around the implementation components:



**Stage Summary**

Infor Deployment Method will be used as the overall governing methodology for all project related work for the City project activities associated with implementing the scope. It defines what is to be delivered during the project, who is primarily responsible for that work, and how the work is to be performed.

The Infor Deployment Method Stages are defined at a high level as follows: and represented below.

- **Inception** is where the project team gathers or confirms the program requirements. Specific activities that are part of the Inception stage include:
  - Confirm Objectives and Scope
  - Define Global Deployment Strategy
  - Define Business Requirements
  - Define Supporting Requirements
  - Project Team training
- **Elaboration** is where the project team completes the Business Process flows, builds the prototypes, and validates the prototype through one or more iterations. The team also uses the Elaboration Stage to define values for various master tables within the system.

Specific activities that are part of the Elaboration phase include:

- Define Project Strategy
  - Build Prototype
  - Initial and Final Prototype
  - Gap Analysis
  - Analysis and Design of Custom Extensions
- **Construction** is where the project team takes the confirmed business process flows, the results of the Prototype, to configure and build the final system prior to Testing.

Specific activities that are part of the Construction Stage include:

- Application Configuration
  - Design and Implementation of Custom Extensions
  - Unit Testing for custom extensions
  - System Testing for Infor applications and custom extensions
  - System Integration Testing for integration to external systems
  - Data Conversion Rehearsals
  - Use Acceptance Testing
  - End User Training
- **Transition** involves data conversions and user acceptance testing and concludes with a Go-Live event.

Specific activities that are part of the Transition Stage include:

- User Acceptance Testing
- Final Data Conversion
- Go-Live support

- **Optimize** involves the period immediately after Go-Live where the project team supports the end-user and IT organization as they take complete ownership of the system, planning for the future, and winding down the project team.

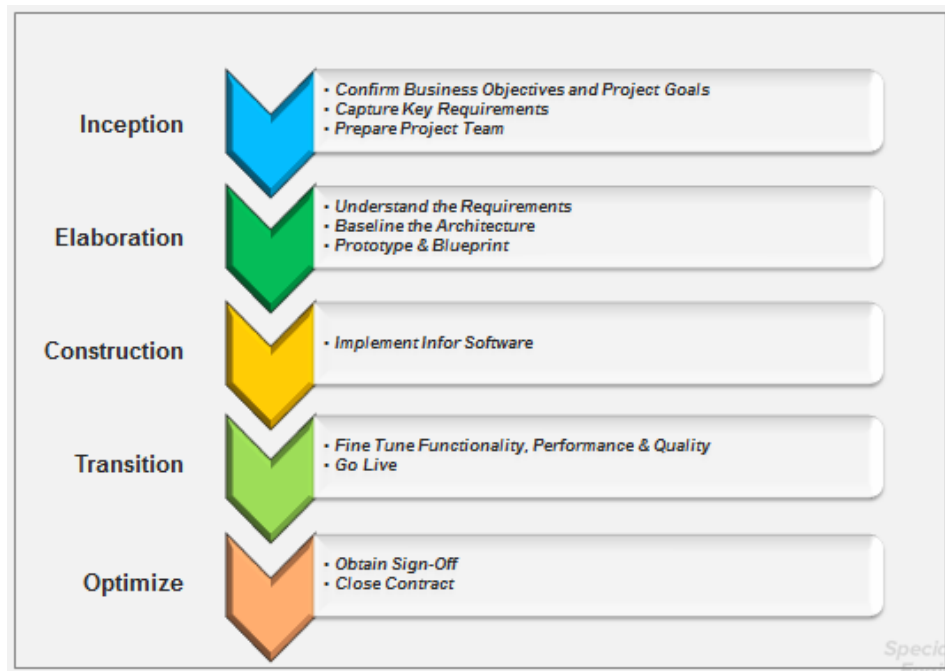
Specific activities that are part of the Optimize Stage include:

- Monitor and Evaluate System Performance
- Optimization Workshops
- Plan for Future
- Transition to Support

### **Milestones and Exit Points**

Each of the five stages described above and illustrated below will include a milestone that represents the stage “exit” criteria:

- Inception ends with the Lifecycle Objective Milestone
- Elaboration ends with the Lifecycle Architecture Milestone
- Construction ends with the Initial Operational Capability Milestone
- Transition ends with the System in Production Milestone
- Optimize ends with the Sign-Off Milestone



### **Project Management and Team Approach**

#### Project Management

The Project Management process within Infor Deployment Method consists of the stages, activities, tasks, work products, templates, and examples that are used to initiate, plan, manage, monitor and control, and close all Infor projects.

The Project Management process is influenced by and rooted in the processes and best practices presented in the Project Management Institute's A Guide to the Project Management Body of

Knowledge (PMBOK), Fifth Edition. Using PMBOK as a base, the Project Management process of Infor Deployment Method has transformed PMBOK's process areas into an actionable Project Management method that should be followed for all Infor projects.

### ***Benefits of the Infor Project Management Approach***

Infor's Project Management approach provides a robust capability to help facilitate the overall success of large implementations such as the City's. Based on our extensive experience with large ERP implementations, we believe there are several common project challenges that our Project Management Approach is designed to specifically address.

These challenges are highlighted below:

1. **Controlling Scope Creep:** Small adjustments to scope occur on every project. They come from management, the customer, the Project Team, suppliers, or other stakeholders. Individually, they may appear minor, but collectively these project demands can add up to a significant project expansion (referred to as "scope creep") that can overrun the allotted budget.

Infor Project Managers understand that small scope issues add up to project delays and budget overruns. That is why the Infor Project Manager will work closely with the City's Project Management Team to establish a disciplined project change management process, and collaborate with the City's Team to execute that process. We know the warning signs to look for, and will consistently monitor and communicate these for management decision (examples include new reports, additional interfaces, "minor" application extension through configuration).

2. **Focus on the Solution:** A Project Team can easily drift off schedule and spend too much time on the wrong tasks. This can result in a slip in project schedule and impact to overall project costs. Infor's Project Managers strive to keep the Project Team focused by using a clear and concise project charter, resolving barriers, and shielding the Team from unnecessary interference. The Infor Project Manager will keep clear view to charter, scope, work plan and redirects when the Team is getting off target or diving too deep in a given area.

The Infor Project Manager will have a close association with Infor development, product management and support, and work to build effective team dynamics between Infor and the City's resources. Team chemistry between the City Project Team and Infor is an important focus for the Infor Project Manager – therefore, the Infor Project Manager will ensure that the right team is in place to position the project for success, and that the right players are in place at the right time.

3. **Define the Critical Path to Optimally Complete the Project:** Every project is made up of a series of connected activities, each of which has its own constraints. The Infor Project Manager identifies the critical path of activities — that is, the optimal sequence of actions that best facilitates the project's successful completion. Infor Project Managers experience and track record of success allows for anticipation of risks and their mitigation before they turn into issues. Learnings from past challenges allow for optimal use of critical knowledgeable resources and minimizes the non-value add time spent for critical client resources.

Using Infor's proven Project Management Methodology and years of similar project experience, the Infor Project Manager will provide a clear path to the ERP system Go-Live.

4. **Obtain Project Buy-In from Disparate Groups:** As President Lincoln once said, "Public sentiment is everything. With it, nothing can fail; without it, nothing can succeed." The Infor Project Manager uses the tools in the Initiating and Planning Phase of Project Management to collect user requirements and project constraints to build a strong business case justification. Using input from various sources of the project participants, the Infor Project Manager strives to overcome dissent and obtains buy-in by communicating the project benefits as the different stakeholder groups see them.

Infor's Project Managers' access to multiple levels of management enables effective escalation when necessary. Alignment with the City Project and Infor's Executive Management allows for identification of issues and solutions from all levels of both companies.



5. **Communicate Project Progress, Risks, and Changes:** As a project progresses, stakeholders must be kept informed of the outcomes, changes, stumbling blocks, or successes that the project experiences. The Infor Project Team, with the guidance of the Infor Project Manager, will create a project Communication Plan to address these common communication challenges, provide a format for discussion, and lay out a process for resolution.

The Infor Project Manager should be the primary source of all project communications from the Infor Project Team. The Infor communications plan is a proven medium for keeping all parties on the “same page”. In cases where the Infor Project Manager works with a peer on the client side, the Infor Project Manager is the one-stop shop for all Infor communications (from the Business Consultants to Infor Senior management, support and development teams as needed).

6. **Prepare for Unexpected Project Issues:** Every project runs into unforeseen issues. Infor’s experienced Project Managers plan for the unexpected by lining up alternative courses of action early – during the Initiating and Planning Phase. Based on our experience of implementing Infor solutions, the Infor Project Manager has a Plan A, B and C for achieving project milestones.

Infor’s value-add is being prepared to make adjustments based on the personal experiences of the Infor Project Manager and the community of fellow Infor Project Managers.

7. **Deliver Project Results On Time and On Budget:** Project Planning starts with a well thought out business case justification that includes cost calculations associated with the potential return. Once these measures are established, it is up to the Project Manager to ensure that on-time, on-budget performance is maintained; otherwise, the project will never produce the expected results. That’s what good Project Management is all about.

Infor Project Managers know the consultants and products and have experience implementing Infor’s software successfully. Learnings from similar projects and challenges enable on time and on budget results based on track records of previous success. In addition to the success of the project, Infor Project Managers are also responsible for the success of the practice; thus in addition to meeting client expectations, the Infor Project Manager will need to meet Infor KPIs. Schedule and Budget performance and customer satisfaction are critical Infor KPIs. Our future success in the market depends on each client’s success.

### ***Project Management Phases***

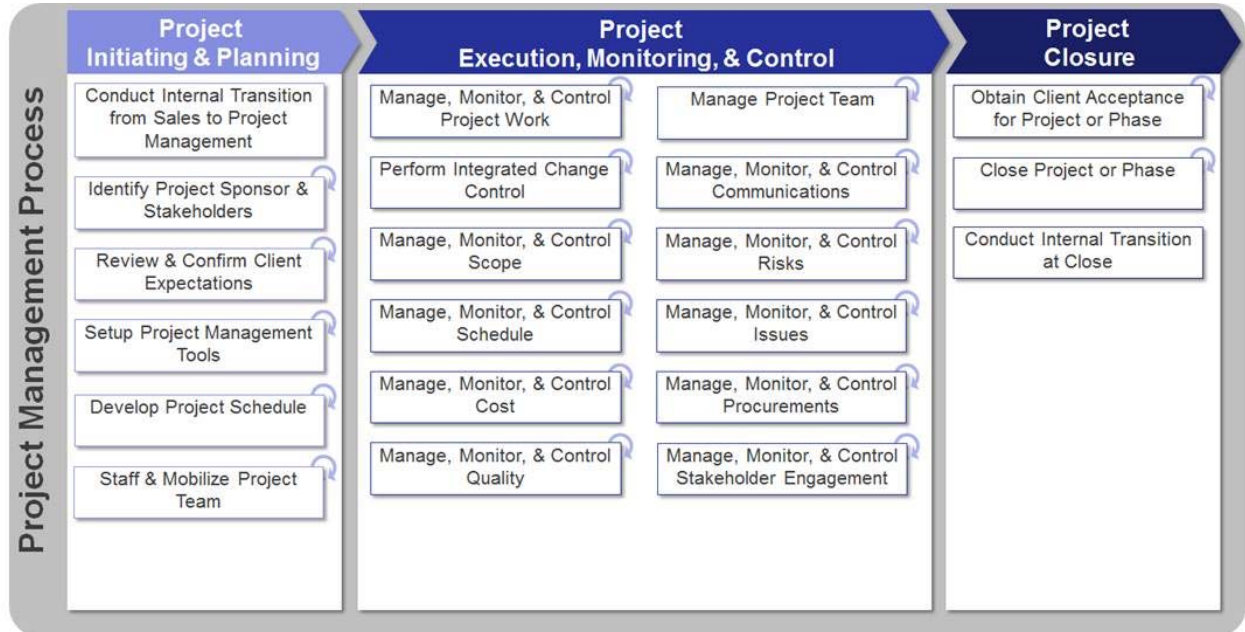
The Project Management process of Infor Deployment Method is organized into a hierarchy of stages, activities, and tasks. The stages for Project Management overlap and span the phases used within the Implementation process. The activities are logical, sequential groupings of tasks that are generally executed in order. The tasks are where the bulk of the Project Management work is performed. Within Infor Deployment Method, detailed guidance is provided for each of the Project Management tasks. Each task creates an output, known as a work product. Work products fall into three categories: deliverables, artifacts, and outcomes.

- **Project Initiating and Planning.** The purpose of this stage is to formally start or initiate the project, plan the project, and establish the foundation to deliver the project objectives. The project is transitioned from the sales process, and the Project Manager establishes the project processes and tool, confirms a common understanding of expectations with the client, and comprehensively plans the project’s execution and management.
- **Project Execution, Monitoring, and Control.** In this stage, the project work is managed and delivered. The Project Manager oversees the entire project and performs Project Management tasks to deliver each component of the project according to plan, monitors the project for deviations from the plan, and controls project performance. This includes measuring and reporting on project performance, and controlling and correcting deviations from the plan.
- **Project Closure.** The purpose of this stage is to formally close the project or any delivery phases of the project. The Project Manager ensures client acceptance of the project, closes

out each component of the project with the client, and completes an internal transition to close and archive the project for Infor.

### **Project Management Activities**

The following diagram shows the three stages of the Project Management process, along with the key Activities within each stage:



### **Detailed Responsibility by Stage Descriptions**

#### Project Initiating & Planning

#### **Project Initiating & Planning**

The purpose of this stage is to formally start or initiate the project, plan the project, and establish the foundation to deliver the project objectives. The project is transitioned from the sales process, and the Project Manager establishes the project processes and tool, confirms a common understanding of expectations with the ERP Project, and comprehensively plans the project's execution and management. Each of the Project Initiating and Planning Activities are highlighted below:

**Conduct Internal Transition from Sales to Project Management:** This activity reviews the materials that were created during the sales process. Infor's Project Manager is often a participant and contributor during the sales process. This activity formally transitions the project from sales to Project Management. It allows the Project Manager to review and confirm the materials that were created during the sales process so that he or she understands the project context, objectives, constraints, and contractual obligations. This activity is an internal transition and review performed by the Project Manager and supported by the Bid Manager and Infor Project Sponsor.

- **Identify Project Sponsor & Stakeholders:** This activity identifies and confirms the Client Project Sponsor and key project stakeholders. The purpose of this activity is to identify and understand the key stakeholder groups of the project, including the Client Project Sponsor, who is also often the project buyer.
- **Review & Confirm Client Expectations:** This activity reviews and confirms the contract, SOW, and expectations with the client. The purpose of this activity is to confirm a common

understanding about the project, client expectations, and project parameters and delivery with the client.

- **Setup Project Management Tools:** This activity establishes any tools that are needed to support Project Management and fulfill the Project Management activities. Most projects will require some Project Management tools to support their execution. The most common are logs (such as the risk log), time and expense recording tools, document management tools, and team collaboration tools. In this activity, the project sets up all Project Management tools that are specified or required to meet Project Management requirements.
- **Develop Project Schedule:** This activity creates the actionable and trackable schedule for the project. The Project Schedule is used throughout the project to specify and measure project milestones and delivery dates. This activity creates and baselines the schedule.
- **Staff & Mobilize Project Team:** This activity identifies, evaluates, and confirms resources to the project team. Every project is dependent on its team to deliver the project work. The purpose of this activity is to staff the project team that is required to deliver the project objectives.

#### Project Execution, Monitoring, & Control

### Project Execution, Monitoring, & Control

The purpose of this stage is to direct and manage the project and its components, monitor the project for deviations from the plan, and control project performance. In this phase, the project work is managed and delivered. The Infor Project Manager oversees the entire project and performs Project Management tasks to deliver each component of the project according to plan, monitors the project for deviations from the plan, and controls project performance. This includes measuring and reporting on project performance, and controlling and correcting deviations from the plan. Each of the Project Execution, Monitoring, and Control sub-disciplines are highlighted below:

- **Manage, Monitor, & Control Project Work:** This activity manages, monitors, and controls project work. The purpose of this activity is to apply Project Management discipline to the delivery of project work.
- **Perform Integrated Change Control:** This activity manages the integrated change control process for the project. The purpose of this activity is to manage and control change on the project.
- **Manage, Monitor, & Control Scope:** This activity manages, monitors, and controls project scope. The purpose of this activity is to apply Project Management discipline to project scope.
- **Manage, Monitor, & Control Schedule:** This activity manages, monitors, and controls the project schedule. The purpose of this activity is to apply Project Management discipline to project schedule.
- **Manage, Monitor, & Control Cost:** This activity manages, monitors, and controls project cost. The purpose of this activity is to apply Project Management discipline to project cost.
- **Manage, Monitor, & Control Quality:** This activity manages, monitors, and controls project quality. The purpose of this activity is to apply Project Management discipline to project quality.
- **Manage Project Team:** This activity manages, monitors, and controls the project team. The purpose of this activity is to apply Project Management discipline to the project team.

- **Manage, Monitor, & Control Communications:** This activity manages, monitors, and controls project communications. The purpose of this activity is to apply Project Management discipline to project communications.
- **Manage, Monitor, & Control Risks:** This activity manages, monitors, and controls project risks. The purpose of this activity is to apply Project Management discipline to project risks.
- **Manage, Monitor, & Control Issues:** This activity manages, monitors, and controls project issues. The purpose of this activity is to apply Project Management discipline to project issues.
- **Manage, Monitor, & Control Procurements:** This activity manages, monitors, and controls project procurements. The purpose of this activity is to apply Project Management discipline to project procurements.
- **Manage, Monitor, & Control Stakeholder Engagement:** This activity manages, monitors, and controls project stakeholder engagement. The purpose of this activity is to apply Project Management discipline to project stakeholder engagement.

### Project Closure

#### **Project Closure**

The purpose of this stage is to formally close the project or any delivery phases of the project. The Infor Project Manager receives client acceptance of the project, closes out each component of the project with the client, and completes an internal transition to close and archive the project for Infor.

- **Obtain Client Acceptance for Project or Phase:** This activity obtains the client's acceptance for delivered phases and the overall project. Before a phase or project can be closed, the project should obtain the client's acceptance. The purpose of this activity is to record the client's acceptance of a completed phase or the overall project.
- **Close Project or Phase:** This activity formally closes the phase or project. This activity is performed both at the end of phases and at the end of the project. At the end of this activity, the phase or project should be completed and fully closed. There should be no outstanding client work or management of the phase or project at the end of this activity.
- **Conduct Internal Transition at Close:** This activity performs Infor internal closure tasks to document the closed project and transition it to archives. When the project ends at the client, Infor gathers, documents, and archive key project information, including the Go-Live Report, the customer satisfaction survey, the client's permission to be used as a reference, project documentation, and project lessons learned. This internal closure activity transitions the project from the client site into Infor records.

### **Project plan**

We have provided the required Microsoft Project Plan on the following pages. The Infor Project Team works collaboratively with the City to develop and confirm a mutually defined, detailed project plan in the first 30 days of Phase 0 Project Mobilization.

ID	ID	WBS	Task Name	Duration	Start	Finish	2017	alf 1, 2017	alf 2, 2017	alf 1, 2017	alf 2, 2017							
							N	J	M	M	J	S	N	J	M	M	J	S
1	1	1	City of Garden Grove Project Plan	394 days	Tue 1/2/18	Fri 7/5/19												
2	2	1.1	Project Execution, Monitoring, & Control	394 days	Tue 1/2/18	Fri 7/5/19												
3	3	1.1.1	Manage, Monitor, & Control Project Work	394 days	Tue 1/2/18	Fri 7/5/19												
4	4	1.1.2	Perform Integrated Change Control	394 days	Tue 1/2/18	Fri 7/5/19												
5	5	1.1.3	Manage, Monitor, & Control Scope	394 days	Tue 1/2/18	Fri 7/5/19												
6	6	1.1.4	Manage, Monitor, & Control Schedule	394 days	Tue 1/2/18	Fri 7/5/19												
7	7	1.1.5	Manage, Monitor, & Control Cost	394 days	Tue 1/2/18	Fri 7/5/19												
8	8	1.1.6	Manage, Monitor, & Control Quality	394 days	Tue 1/2/18	Fri 7/5/19												
9	9	1.1.7	Manage Project Team	394 days	Tue 1/2/18	Fri 7/5/19												
10	10	1.1.8	Manage, Monitor, & Control Communications	394 days	Tue 1/2/18	Fri 7/5/19												
11	11	1.1.9	Manage, Monitor, & Control Risks	394 days	Tue 1/2/18	Fri 7/5/19												
12	12	1.1.10	Manage, Monitor, & Control Issues	394 days	Tue 1/2/18	Fri 7/5/19												
13	13	1.1.11	Manage, Monitor, & Control Procurements	394 days	Tue 1/2/18	Fri 7/5/19												
14	14	1.1.12	Manage, Monitor, & Control Stakeholder Engagement	394 days	Tue 1/2/18	Fri 7/5/19												
15	15	1.1.13	Obtain Client Acceptance for Project Closure	394 days	Tue 1/2/18	Fri 7/5/19												
16	16	1.1.14	Close Project	394 days	Tue 1/2/18	Fri 7/5/19												
17	17	1.2	Phase 0 - Project Initiation	20 days	Tue 1/2/18	Mon 1/29/18												
18	18	1.2.1	Cloud Environment Provisioning	20 days	Tue 1/2/18	Mon 1/29/18												
19	19	1.2.2	Staff & Mobilize Infor Project Team	20 days	Tue 1/2/18	Mon 1/29/18												
20	20	1.2.3	Prepare initial Project Plan	2 days	Tue 1/2/18	Wed 1/3/18												
21	21	1.2.4	Project Startup - onsite at client	17 days	Thu 1/4/18	Fri 1/26/18												
22	22	1.2.4.1	Review & Confirm Client Expectations	0.5 days	Thu 1/4/18	Thu 1/4/18												
23	23	1.2.4.2	Development of High Level Kickoff Materials	1 day	Thu 1/4/18	Fri 1/5/18												
24	24	1.2.4.3	Conduct Project Kickoff Meeting	0.5 days	Fri 1/5/18	Fri 1/5/18												
25	25	1.2.4.4	Develop Project Management Plan	10 days	Mon 1/8/18	Fri 1/19/18												
26	26	1.2.4.5	Setup Project Management Tools	5 days	Mon 1/8/18	Fri 1/12/18												
27	27	1.2.4.6	Finalize Project Plan	10 days	Mon 1/15/18	Fri 1/26/18												
28	28	1.2.5	Requirements Validation & Initial High Level Fit-Gap Analysis	8 days	Mon 1/8/18	Wed 1/17/18												
29	29	1.2.5.1	Gather High Level Requirements	3 days	Mon 1/8/18	Wed 1/10/18												
30	30	1.2.5.2	Define Global Deployment Strategy	3 days	Mon 1/8/18	Wed 1/10/18												
31	31	1.2.5.3	Gather Solution Requirements	3 days	Mon 1/8/18	Wed 1/10/18												
32	32	1.2.5.4	Gather Supporting Requirements	3 days	Mon 1/8/18	Wed 1/10/18												
33	33	1.2.5.5	Define Initial Key Business Data Structures	5 days	Thu 1/11/18	Wed 1/17/18												
34	34	1.2.5.6	Develop Initial Business Blueprint	5 days	Thu 1/11/18	Wed 1/17/18												
35	35	1.2.5.7	Define Conversion Requirements	5 days	Thu 1/11/18	Wed 1/17/18												

Project: Infor Project Plan  
Date: Thu 8/10/17

Task

Split

Milestone

Summary

Project Summary

External Tasks

External Milestone

Inactive Task

Inactive Milestone

Inactive Summary

Manual Task

Duration-only

Manual Summary Rollup

Manual Summary



















Start-only

Finish-only

Progress

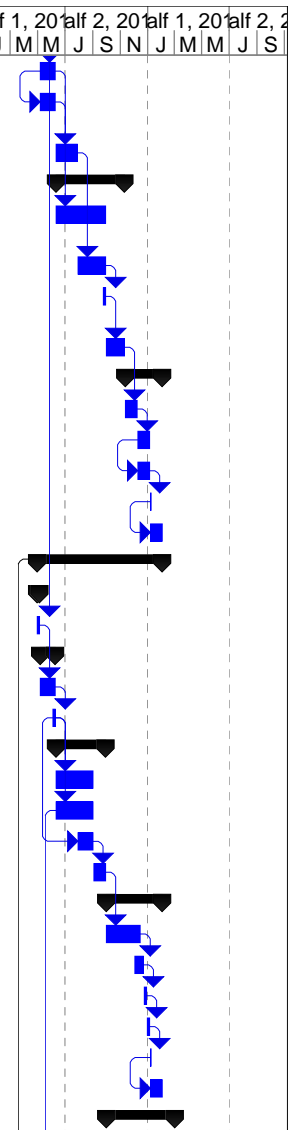
Deadline

ID	ID	WBS	Task Name	Duration	Start	Finish	2017 N	2018 J	2018 M	2018 M	2018 J	2018 S	2018 N	2018 J	2018 M	2018 M	2018 J	2018 S
36	36	1.2.5.8	Perform Initial High Level Fit-Gap analysis	5 days	Thu 1/11/18	Wed 1/17/18												
37	37	1.2.6	<b>OCM Jumpstart and Training Planning</b>	<b>20 days</b>	<b>Tue 1/2/18</b>	<b>Mon 1/29/18</b>												
38	38	1.2.6.1	Conduct Executive Alignment Workshops	10 days	Tue 1/2/18	Mon 1/15/18												
39	39	1.2.6.2	Perform Project Kick-off Activities	0.5 days	Fri 1/5/18	Fri 1/5/18												
40	40	1.2.6.3	Conduct Alignment Workshops	10 days	Tue 1/16/18	Mon 1/29/18												
41	41	1.2.6.4	Training Strategy and Planning	5 days	Tue 1/16/18	Mon 1/22/18												
42	42	1.3	<b>Phase 1 - Finance / Supply Chain</b>	<b>219 days</b>	<b>Tue 1/30/18</b>	<b>Fri 11/30/18</b>												
43	43	1.3.1	<b>Inception - 1 month</b>	<b>24 days</b>	<b>Tue 1/30/18</b>	<b>Fri 3/2/18</b>												
44	44	1.3.1.1	Business Process Review	10 days	Tue 1/30/18	Mon 2/12/18												
45	45	1.3.1.2	Client Technical Training	10 days	Tue 2/13/18	Mon 2/26/18												
46	46	1.3.1.3	Finance Core Project Team Training	15 days	Tue 1/30/18	Mon 2/19/18												
47	47	1.3.1.4	Supply Chain Core Project Team Training	10 days	Mon 2/19/18	Fri 3/2/18												
48	48	1.3.2	<b>Elaboration</b>	<b>60 days</b>	<b>Mon 3/5/18</b>	<b>Fri 5/25/18</b>												
49	49	1.3.2.1	Design and setup Prototype, complete initial unit testing	25 days	Mon 3/5/18	Fri 4/6/18												
50	50	1.3.2.2	Design/Initial Development/Unit Testing (interfaces, reports, process flows, conversions)	30 days	Mon 3/5/18	Fri 4/13/18												
51	51	1.3.2.3	Conference Room Pilot - Prototype Testing	35 days	Mon 4/9/18	Fri 5/25/18												
52	52	1.3.3	<b>Construction</b>	<b>110 days</b>	<b>Mon 4/9/18</b>	<b>Fri 9/7/18</b>												
53	53	1.3.3.1	Complete Customization Development and Unit Testing (interfaces, reports, process flows, conversions)	80 days	Mon 4/9/18	Fri 7/27/18												
54	54	1.3.3.2	System Test	45 days	Mon 5/28/18	Fri 7/27/18												
55	55	1.3.3.3	Move setup, interfaces, reports and any other custom items to production and run full conversion	5 days	Mon 7/23/18	Fri 7/27/18												
56	56	1.3.3.4	System Integration Test on Production environment (Performance, Parallel,	30 days	Mon 7/30/18	Fri 9/7/18												
57	57	1.3.4	<b>Transition</b>	<b>60 days</b>	<b>Mon 9/10/18</b>	<b>Fri 11/30/18</b>												
58	58	1.3.4.1	User Acceptance Test	20 days	Mon 9/10/18	Fri 10/5/18												
59	59	1.3.4.2	End User Training	20 days	Mon 10/8/18	Fri 11/2/18												
60	60	1.3.4.3	Production Readiness	20 days	Mon 10/8/18	Fri 11/2/18												
61	61	1.3.4.4	Go-Live	1 day	Mon 11/5/18	Mon 11/5/18												
62	62	1.3.4.5	Post Go-Live Support	20 days	Mon 11/5/18	Fri 11/30/18												
63	63	1.3.4.6	Milestone - Post Go Live Support Complete	0 days	Fri 11/30/18	Fri 11/30/18												
64	64	1.4	<b>Phase 2 - GHR Foundation (Absence Mgmt/Benefits) and S3 HR/PR/EMSS/B</b>	<b>220 days</b>	<b>Mon 4/2/18</b>	<b>Fri 2/1/19</b>												
65	65	1.4.1	<b>Inception - 1 month</b>	<b>25 days</b>	<b>Mon 4/2/18</b>	<b>Fri 5/4/18</b>												
66	66	1.4.1.1	Business Process Review	25 days	Mon 4/2/18	Fri 5/4/18												
67	67	1.4.1.2	Core Project Team Training	25 days	Mon 4/2/18	Fri 5/4/18												
68	68	1.4.2	<b>Elaboration</b>	<b>60 days</b>	<b>Mon 5/7/18</b>	<b>Fri 7/27/18</b>												

Project: Infor Project Plan Date: Thu 8/10/17	Task		External Milestone		Manual Summary Rollup	
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	External Tasks		Duration-only		Deadline	



ID	ID	WBS	Task Name	Duration	Start	Finish	2018 N	2019 J	2019 M	2019 M	2019 J	2019 S	2019 N	2019 J	2019 M	2019 M	2019 J	2019 S
69	69	1.4.2.1	Design and setup Prototype, complete initial unit testing	25 days	Mon 5/7/18	Fri 6/8/18												
70	70	1.4.2.2	Design/Initial Development/Unit Testing (interfaces, reports, process flows, conversions)	25 days	Mon 5/7/18	Fri 6/8/18												
71	71	1.4.2.3	Conference Room Pilot - Prototype Testing	35 days	Mon 6/11/18	Fri 7/27/18												
72	<b>72</b>	<b>1.4.3</b>	<b>Construction</b>	<b>110 days</b>	<b>Mon 6/11/18</b>	<b>Fri 11/9/18</b>												
73	73	1.4.3.1	Complete Customization Development and Unit Testing (interfaces, reports, process flows, conversions)	80 days	Mon 6/11/18	Fri 9/28/18												
74	74	1.4.3.2	System Test	45 days	Mon 7/30/18	Fri 9/28/18												
75	75	1.4.3.3	Move setup, interfaces, reports and any other custom items to production and run full conversion	5 days	Mon 9/24/18	Fri 9/28/18												
76	76	1.4.3.4	System Integration Test on Production environment (Performance, Parallel,	30 days	Mon 10/1/18	Fri 11/9/18												
77	<b>77</b>	<b>1.4.4</b>	<b>Transition</b>	<b>60 days</b>	<b>Mon 11/12/18</b>	<b>Fri 2/1/19</b>												
78	78	1.4.4.1	User Acceptance Test	20 days	Mon 11/12/18	Fri 12/7/18												
79	79	1.4.4.2	End User Training	20 days	Mon 12/10/18	Fri 1/4/19												
80	80	1.4.4.3	Production Readiness	20 days	Mon 12/10/18	Fri 1/4/19												
81	81	1.4.4.4	Go-Live	1 day	Mon 1/7/19	Mon 1/7/19												
82	82	1.4.4.5	Post Go-Live Support	20 days	Mon 1/7/19	Fri 2/1/19												
83	<b>83</b>	<b>1.5</b>	<b>PHASE 3 - WFM (Timekeeping)</b>	<b>200 days</b>	<b>Mon 4/30/18</b>	<b>Fri 2/1/19</b>												
84	<b>84</b>	<b>1.5.1</b>	<b>Inception</b>	<b>5 days</b>	<b>Mon 4/30/18</b>	<b>Fri 5/4/18</b>												
85	85	1.5.1.1	Business Process Review	5 days	Mon 4/30/18	Fri 5/4/18												
86	<b>86</b>	<b>1.5.2</b>	<b>Elaboration</b>	<b>25 days</b>	<b>Mon 5/7/18</b>	<b>Fri 6/8/18</b>												
87	87	1.5.2.1	Discovery & Design WFM	25 days	Mon 5/7/18	Fri 6/8/18												
88	88	1.5.2.2	Blue Print Review and Signoff	5 days	Mon 6/4/18	Fri 6/8/18												
89	<b>89</b>	<b>1.5.3</b>	<b>Construction</b>	<b>80 days</b>	<b>Mon 6/11/18</b>	<b>Fri 9/28/18</b>												
90	90	1.5.3.1	Complete Configuration Development and Deliverables	60 days	Mon 6/11/18	Fri 8/31/18												
91	91	1.5.3.2	Test Case & Script Creation	60 days	Mon 6/11/18	Fri 8/31/18												
92	92	1.5.3.3	System Integration Test	25 days	Mon 7/30/18	Fri 8/31/18												
93	93	1.5.3.4	User Acceptance Test Preparation	20 days	Mon 9/3/18	Fri 9/28/18												
94	<b>94</b>	<b>1.5.4</b>	<b>Transition</b>	<b>90 days</b>	<b>Mon 10/1/18</b>	<b>Fri 2/1/19</b>												
95	95	1.5.4.1	User Acceptance Test	55 days	Mon 10/1/18	Fri 12/14/18												
96	96	1.5.4.2	User Acceptance Test Issue Resolution	15 days	Mon 12/3/18	Fri 12/21/18												
97	97	1.5.4.3	Production Readiness	5 days	Mon 12/24/18	Fri 12/28/18												
98	98	1.5.4.4	Go-Live Dry Run	5 days	Mon 12/31/18	Fri 1/4/19												
99	99	1.5.4.5	Go-Live	1 day	Mon 1/7/19	Mon 1/7/19												
100	100	1.5.4.6	Post Go-Live Support	20 days	Mon 1/7/19	Fri 2/1/19												
101	<b>101</b>	<b>1.6</b>	<b>PHASE 4 - Talent Acquisition, Succession Planning and Position Budgeting</b>	<b>110 days</b>	<b>Mon 10/1/18</b>	<b>Fri 3/1/19</b>												



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	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Progress	
	External Tasks		Duration-only		Deadline	

ID	ID	WBS	Task Name	Duration	Start	Finish	2018	alf 1,	2018	alf 2,	2018	alf 1,	2018	alf 2,	2018	alf 1,	2018	alf 2,	2018
							N	J	M	M	J	S	N	J	M	M	J	S	
102	102	1.6.1	Inception - 1 month	5 days	Mon 10/1/18	Fri 10/5/18													
103	103	1.6.1.1	Development of High Level Kickoff Materials	4 days	Mon 10/1/18	Thu 10/4/18													
104	104	1.6.1.2	Conduct Project Kickoff Meeting	1 day	Fri 10/5/18	Fri 10/5/18													
105	105	1.6.2	Elaboration	30 days	Mon 10/1/18	Fri 11/9/18													
106	106	1.6.2.1	Design and setup Prototype, complete initial unit testing	10 days	Mon 10/1/18	Fri 10/12/18													
107	107	1.6.2.2	Conference Room Pilot - Prototype Testing	20 days	Mon 10/15/18	Fri 11/9/18													
108	108	1.6.3	Construction	45 days	Mon 11/12/18	Fri 1/11/19													
109	109	1.6.3.1	System Test	15 days	Mon 11/12/18	Fri 11/30/18													
110	110	1.6.3.2	Complete Customization Development and Unit Testing (interfaces, reports, process flows, conversions)	15 days	Mon 12/3/18	Fri 12/21/18													
111	111	1.6.3.3	Move setup, interfaces, reports and any other custom items to production and run full conversion	1 day	Fri 12/21/18	Fri 12/21/18													
112	112	1.6.3.4	System Integration Test on Production environment (Performance, etc)	15 days	Mon 12/24/18	Fri 1/11/19													
113	113	1.6.4	Transition	35 days	Mon 1/14/19	Fri 3/1/19													
114	114	1.6.4.1	User Acceptance Test	15 days	Mon 1/14/19	Fri 2/1/19													
115	115	1.6.4.2	End User Training	10 days	Mon 2/4/19	Fri 2/15/19													
116	116	1.6.4.3	Production Readiness	10 days	Mon 2/4/19	Fri 2/15/19													
117	117	1.6.4.4	Go-Live	1 day	Mon 2/18/19	Mon 2/18/19													
118	118	1.6.4.5	Post Go-Live Support	10 days	Mon 2/18/19	Fri 3/1/19													
119	119	1.7	PHASE 5 - Goals, Performance Comp, Development Planning, LMS	110 days	Mon 2/4/19	Fri 7/5/19													
120	120	1.7.1	Inception - 1 month	5 days	Mon 2/4/19	Fri 2/8/19													
121	121	1.7.1.1	Development of High Level Kickoff Materials	4 days	Mon 2/4/19	Thu 2/7/19													
122	122	1.7.1.2	Conduct Project Kickoff Meeting	1 day	Fri 2/8/19	Fri 2/8/19													
123	123	1.7.2	Elaboration	30 days	Mon 2/4/19	Fri 3/15/19													
124	124	1.7.2.1	Design and setup Prototype, complete initial unit testing	10 days	Mon 2/4/19	Fri 2/15/19													
125	125	1.7.2.2	Conference Room Pilot - Prototype Testing	20 days	Mon 2/18/19	Fri 3/15/19													
126	126	1.7.3	Construction	45 days	Mon 3/18/19	Fri 5/17/19													
127	127	1.7.3.1	System Test	15 days	Mon 3/18/19	Fri 4/5/19													
128	128	1.7.3.2	Complete Customization Development and Unit Testing (interfaces, reports, process flows, conversions)	15 days	Mon 4/8/19	Fri 4/26/19													
129	129	1.7.3.3	Move setup, interfaces, reports and any other custom items to production and run full conversion	1 day	Fri 4/26/19	Fri 4/26/19													
130	130	1.7.3.4	System Integration Test on Production environment (Performance, etc)	15 days	Mon 4/29/19	Fri 5/17/19													
131	131	1.7.4	Transition	35 days	Mon 5/20/19	Fri 7/5/19													
132	132	1.7.4.1	User Acceptance Test	15 days	Mon 5/20/19	Fri 6/7/19													
133	133	1.7.4.2	End User Training	10 days	Mon 6/10/19	Fri 6/21/19													

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Inactive Summary

Manual Task

Duration-only

Manual Summary Rollup

Manual Summary

Start-only

Finish-only

Progress

Deadline

ID	ID	WBS	Task Name	Duration	Start	Finish	2017	alf 1, 2017	alf 2, 2017	alf 1, 2017	alf 2, 2017							
							N	J	M	M	J	S	N	J	M	M	J	S
134	134	1.7.4.3	Production Readiness	10 days	Mon 6/10/19	Fri 6/21/19												
135	135	1.7.4.4	Go-Live	1 day	Mon 6/24/19	Mon 6/24/19												
136	136	1.7.4.5	Post Go-Live Support	10 days	Mon 6/24/19	Fri 7/5/19												
137	137	1.8	PHASE 6 - BI and HCM Analytics	110 days	Mon 7/2/18	Fri 11/30/18												
138	138	1.8.1	Inception - 1 month	10 days	Mon 7/2/18	Fri 7/13/18												
139	139	1.8.1.1	Development of High Level Kickoff Materials	4 days	Mon 7/2/18	Thu 7/5/18												
140	140	1.8.1.2	Conduct Project Kickoff Meeting	1 day	Fri 7/6/18	Fri 7/6/18												
141	141	1.8.1.3	Strategy and Design	10 days	Mon 7/2/18	Fri 7/13/18												
142	142	1.8.2	Elaboration	20 days	Mon 7/16/18	Fri 8/10/18												
143	143	1.8.2.1	Content Configuration	20 days	Mon 7/16/18	Fri 8/10/18												
144	144	1.8.3	Construction	70 days	Mon 8/13/18	Fri 11/16/18												
145	145	1.8.3.1	Solution Configuration	15 days	Mon 8/13/18	Fri 8/31/18												
146	146	1.8.3.2	Project Team Training	15 days	Mon 9/3/18	Fri 9/21/18												
147	147	1.8.3.3	Technical Consulting	15 days	Mon 9/24/18	Fri 10/12/18												
148	148	1.8.3.4	Business Consulting	15 days	Mon 10/15/18	Fri 11/2/18												
149	149	1.8.3.5	Report Coaching	10 days	Mon 11/5/18	Fri 11/16/18												
150	150	1.8.4	Transition	15 days	Mon 11/12/18	Fri 11/30/18												
151	151	1.8.4.1	End User Training	10 days	Mon 11/12/18	Fri 11/23/18												
152	152	1.8.4.2	Production Readiness	5 days	Mon 11/12/18	Fri 11/16/18												
153	153	1.8.4.3	Go-Live	1 day	Mon 11/19/18	Mon 11/19/18												
154	154	1.8.4.4	Post Go-Live Support	10 days	Mon 11/19/18	Fri 11/30/18												
155	155	1.9	PHASE 7 - d/EPM	150 days	Mon 11/5/18	Fri 5/31/19												
156	156	1.9.1	Inception - 1 month	10 days	Mon 11/5/18	Fri 11/16/18												
157	157	1.9.1.1	Development of High Level Kickoff Materials	4 days	Mon 11/5/18	Thu 11/8/18												
158	158	1.9.1.2	Conduct Project Kickoff Meeting	1 day	Fri 11/9/18	Fri 11/9/18												
159	159	1.9.1.3	Strategy and Design	10 days	Mon 11/5/18	Fri 11/16/18												
160	160	1.9.2	Elaboration	20 days	Mon 11/19/18	Fri 12/14/18												
161	161	1.9.2.1	Content Configuration	20 days	Mon 11/19/18	Fri 12/14/18												
162	162	1.9.3	Construction	110 days	Mon 12/17/18	Fri 5/17/19												
163	163	1.9.3.1	Solution Configuration	15 days	Mon 12/17/18	Fri 1/4/19												
164	164	1.9.3.2	Project Team Training	15 days	Mon 1/7/19	Fri 1/25/19												
165	165	1.9.3.3	Technical Consulting	25 days	Mon 1/28/19	Fri 3/1/19												
166	166	1.9.3.4	Business Consulting	30 days	Mon 3/4/19	Fri 4/12/19												
167	167	1.9.3.5	Report Coaching	25 days	Mon 4/15/19	Fri 5/17/19												
168	168	1.9.4	Transition	15 days	Mon 5/13/19	Fri 5/31/19												

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Finish-only

Progress

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ID	ID	WBS	Task Name	Duration	Start	Finish	2017	alf 1, 2017	alf 2, 2017	alf 1, 2017	alf 2, 2017							
169	169	1.9.4.1	End User Training	10 days	Mon 5/13/19	Fri 5/24/19	N	J	M	M	J	S	N	J	M	M	J	S
170	170	1.9.4.2	Production Readiness	5 days	Mon 5/13/19	Fri 5/17/19												
171	171	1.9.4.3	Go-Live	1 day	Mon 5/20/19	Mon 5/20/19												
172	172	1.9.4.4	Post Go-Live Support	10 days	Mon 5/20/19	Fri 5/31/19												

Project: Infor Project Plan Date: Thu 8/10/17	Task		External Milestone		Manual Summary Rollup	
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## High Level Project Overview and Timeline

We offer this high level project timeline recommendation based on the success of other projects with similar Public Sector agencies, the scope of the solutions the City requires, and based on PMI best practices.

### ***Proposed Timeline***

With the foundation of our past experiences, Infor would recommend the City consider a 17-month total implementation timeline for all applications being implemented. Infor proposes a 1 month Phase 0 Mobilization to align project requirements to the City's business priorities, initiate the project and identify potential risk and risk mitigation. Optionally, Infor can provide a 4-week Organizational Change Management (OCM) engagement called Jump Start. OCM Jump Start provides workshops to clarify, identify, confirm and align the City's executives and organization to the City's project success factors, messaging and a framework to follow throughout the project for the City's OCM team.

The first Infor ERP solution Go-Live is for Phase 1 which includes core CloudSuite financials and master supply chain procurement as well as Phase 6 Business Intelligence and Analytics for Finance and Master Supply Chain in the first 9 months of the overall project.

Optionally, Phase 1 may also include 6 months of Post Go-Live Release Management support for knowledge transfer to the City's team in planning and executing configuration updates, Infor application patch management and regression testing for full enterprise support for the City.

Infor ERP v11 GHR (including Benefits, Position Budgeting, Absence Management), HRM Payroll v10 HR/PR/EMSS/BSI is represented in Phase 2. Phase 2 and Phase 3 for Workforce Management (WFM) for Time and Attendance are proposed to Go-Live in month 12 of the overall project timeline. This timeframe also aligns with the start of the new calendar year for 2019 which supports a clear cut over for W2's and other payroll information.

Phase 4 for Talent Acquisition and Succession Planning is proposed for Go-Live in month 13 of the overall project. Phase 5 for Goals, Performance, Compensation, and Development follows with Go-Live in month 14. Finally Phase 8 for d/EPM to support the City's budgeting and planning is proposed for Go-Live in month 17.

Post Go-Live support for all project phases is proposed as 4 weeks of remote and on-site coverage.

As the City's partner, Infor looks forward to review and discussion of the proposed phasing of the implementation. Project Phases and work streams after Phase 1 may depend upon the duration of any break the City may elect to take prior to beginning the next phases. Infor's current proposed timeline options provide a reasonable time to benefit for the City, yet also allow enough days within the project to be viewed as lower risk by deploying a phased approach to the software solution roll-out.

### ***High Level Timeline***

Below is a preliminary, high level timeline of Infor's proposed phased implementation approach for the City.

Project	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19
Phase	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Overall Project Leadership, OCM, EUA/EUT	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
Phase 0 Mobilize	1																		
Phase 1 Cloud Suite v11 Finance and Supply Chain		1	2	3	4	5	6	7	8	9	Post Live	(Optional) Post Go-Live Release Management Support							
Phase 2 v11 GHR, S3 Payroll v10 HR/PR, Teacher Contracts				1	2	3	4	5	6	7	8	9	Post Live						
Phase 3 WFM Time Attendance &					1	2	3	4	5	6	7	8	Post Live						
Phase 4 Talent Acquisition, Succession Planning										1	2	3	4	Post Live					
Phase 5 Goals, Performance, Compensation, Development											1	2	3	4	Post Live				
Phase 6 BI, Analytics							1	2	3	4	Post Live								
Phase 7 d/EPM											1	2	3	4	5	6	Post Live		

Infor carefully reviewed the RFP and the City's requirements. Infor's recommendation is based on the best practice of building the City's financial chart of accounts and other prerequisite financial components in Phase 1 which serve as the foundation for the enterprise solution thus greatly reducing the risk of additional rework and data conversion. Infor recommends and many of our agencies align their Finance and Procurement Go-Live with the City's start of fiscal year. Infor has approaches to support the City in their project planning,

Alternatives timelines can be considered and Infor looks forward to discussing the strategic objectives of the City to finalize the timeline. We look forward to having strategic conversations with the City to further discuss business needs, any potential resource constraints during the project timeline, the culture within the organization, etc., that may impact the City's decision on the final timeline.

### System configuration

Our proposed solution is architected for the Cloud to include all software, hardware, hosting, managed services, disaster recovery, and ongoing upgrades. The solution itself is also flexible with configuration tools built into the system to allow you to configure the solution for your needs without relying expensive customizations down the road.

System configuration activities take place in the Elaboration and Construction Stages of the Infor Deployment Method.

Infor's Project Team utilize the same configuration tools built into the system to develop the City's Infor ERP solution specific to the City's requirements. We work shoulder to shoulder with your Project Team providing knowledge transfer throughout the implementation project. Infor has also proposed training for the City's Project Team to support project team readiness to sustain the City's ERP investment for the future.



### Operational design

Infor is excited the City recognizes one of your primary objectives with the project is to take advantage of best practices to improve operational effectiveness and productivity.

Infor's ERP solution is purpose built. We develop applications that are built for Public Sector. Our Infor ERP solutions are designed with government best practices and common requirements in mind.

Infor Services begins with understanding your current processes and your new requirements. Infor consultants utilize our best practices along with the functionality in our software to guide the City in an operational design that takes advantage of the new functionality and your unique needs. Infor consultants will work to understand your overall financial tracking and reporting objectives to assist with the best chart of accounts design that will meet your needs while taking advantage of our software's functionality.

Examples of key deliverables of Infor's solution in the Project Elaboration Stage include:

- Pre-defined best practice process diagrams pulled from Infor's vast best practice repository specifically for Public Sector organizations.
- Process descriptions to enable the project team to quickly understand and use the delivered configuration and content.
- Catalog of business intelligence content including:
  - Operational Dashboards
  - Smart Notifications-alerts
  - Pre-defined reports readily accessible via the dashboards, in addition to the hundreds of standard Infor reports delivered

Another key tool built into Infor's IDM methodology, is the Conference Room Pilot Plan. Each of the Conference Room Pilot versions are validated by your process team prior to building the next version of the prototype. As this approach is process driven, it's much easier to focus effort on critical processes and even processes that have the highest net value.

The key benefits to prototyping with a Conference Room Pilot are:

- Balance the City Workload
- Improved Solution Outcome
- Faster than Traditional Methods
- Sold Solution = Implemented Solution
- Easily changed
- Early Visibility of System
- Clear Focus on the Total Solution
- More Efficient Training Method
- High User Satisfaction
- Encourages Active Participation
- Enables a Higher Output
- Solution Development Costs Reduced

In parallel to the development of the first Conference Room Pilot version, your project team is attending learning workshops to build their knowledge of the solution for the next validation workshops.

We normally plan for 1 - 2 Conference Room Pilot versions depending upon the project scope and complexity. This approach ensures the processes get more comprehensive with each version that is validated and this aligns with the competency of the project team to help ensure they have the prerequisite knowledge and skills to be able to quickly validate the proposed solution.

#### **Hardware, software, storage design and installation**

Infor has partnered with Amazon Web Services (AWS) as our infrastructure partner. Partnering with AWS has allowed us to utilize the largest most compute and power partner in the world. Infor will perform the provisioning/installation for all applications in the AWS Cloud. This will include all hardware, software and services to implement the applications so our customers will have 24/7/365 access through a modern browser.

#### **Data conversion**

Data Conversions often require a significant amount of time to extract, format, clean up, load and validate into the new system. Most clients do not review their legacy data in the level of detail that is required during a conversion. Data validation is challenging and time consuming. Many issues are not discovered until the System testing when comparing like transactions in Infor to legacy. Significant time is spent correcting issues and reloading the data.

Infor historically sees that many clients want to convert all their data, but realize that the effort to design the new system to accommodate the older historical data, convert and validate all of that data is more than they can accommodate during the initial implementation.

Infor recommends only converting the data that is required to Go-Live and retain the legacy history in some type of archival location. Optionally, older data can be converted post Go-Live using the same processes. Infor understands the City's requirements may vary from these recommendations and as such it can convert as much data as it wishes, however there is a higher cost associated with larger amounts of data conversion. The level of effort will also greatly depend upon the accuracy of the data as well as the changes that have occurred in the legacy data over time. We would recommend converting as little as required and then consider archiving alternatives.

Below is a sample of our recommendations.

Application	Interface/Conversion File	Conversion Recommendations
AP	Vendor Master	All active with activity in prior fiscal year
AP	Vendor Balances	Open balances
AP	AP History	Not required for Go-Live - best practice recommendation is to retain in legacy system or some archival location
AP	AP Payment History	Not required for Go-Live - best practice recommendation is to retain in legacy system or some archival location
AP	Open AP Invoices and Distributions	Open balances
Budgeting	Budget Master Conversion	Current fiscal year

Application	Interface/Conversion File	Conversion Recommendations
GL	Chart of Accounts Conversion	All active accounts
GL	Accounting Unit Conversion	All active accounting units
GL	GL Balances Conversion	All active accounts
GL	Transactions	Current fiscal year
Projects	Activity	All active projects
Projects	Activity Transaction	All active transactions
Projects	Activity Budget	Current year
Inventory	Item Master	All active items
Inventory	Item transaction history	Not required for Go-Live - best practice recommendation is to retain in legacy system or some archival location
Inventory	Item Locations	All active locations
Inventory	Item Location (Inventory) Balances	Current balances
Purchasing	Open Contracts	All open contracts
Purchasing	Open Purchase Orders	All open purchase orders for open PO line items
Purchasing	Open PO Receipts	All open PO receipts
Purchasing	PO Vendor Master	All active PO vendors
Purchasing	Requesters	All active requesters
Purchasing	Requesting Locations	All active requesting locations
Purchasing	Open Requisitions	No automated conversion. Close all requisitions in legacy system. Hold the requisitions from the last week or so before Go-Live. Manually enter into Infor at Go-Live.
AR	AR Customer	All active customers
AR	AR Balance	Summary, Current year
AR	AR Transaction History	Summary, Current year

Application	Interface/Conversion File	Conversion Recommendations
AR	AR Payments	Summary, Current year
AR	AR Payment Application	Summary, Current year
AR	AR Open Transactions	All open transactions
Assets	Asset Master	All active assets
Human Resources	Employee master	All active employees
Human Resources	Dependents	All current dependents
Human Resources	Emergency Contact	All current emergency contact
Human Resources	Supervisor	All current supervisors
Human Resources	Employee History	All active employees
Human Resources	Job Code	All active job codes
Human Resources	Employee personnel action	All personnel actions for current employees
Human Resources	Positions/Job	All current positions
Human Resources	Certifications, Skills, Education	All current information
Position Information	Job classifications, positions, and salary tables	All active and closed positions
Benefits	Employee Benefits	All active benefits
Benefits	Dependent Benefits	All active benefits
Benefits	Beneficiaries	All current beneficiaries
Leave Management	Leave accrual balances	Active / Current balances
Leave Management	Leave of absence	Breaks in service for current employees
Leave Management	Time & Attendance History	Active, current year history
Payroll	Employee ACH	All current ACH details
Payroll	Employee Deductions	Current year deductions

Application	Interface/Conversion File	Conversion Recommendations
Payroll	Additional Withholdings	Current year withholdings
Payroll	Payroll History	Current year payroll history

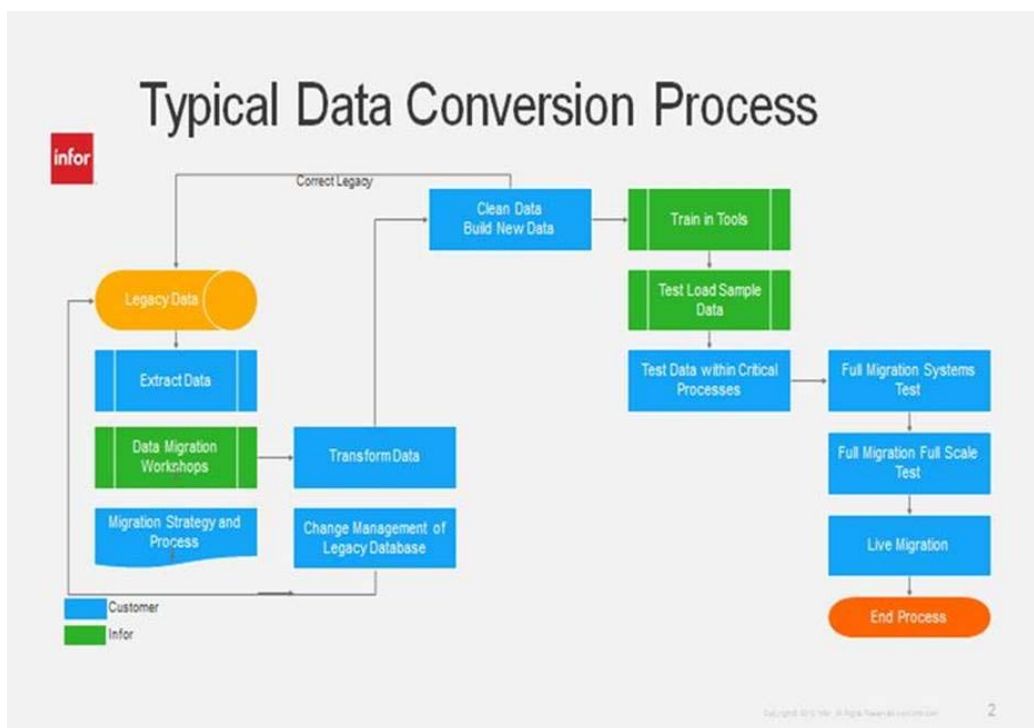
Infor comes with a very thorough recommended list of conversions and associated transaction types. If Infor moves forward in the City's procurement process for this RFP, we are happy to review a full list of conversion recommendations for each Infor Solution component.

***The Infor Pre-Built Interface Conversion Programs***

Infor provides standard flat-file import batch programs for common larger volume interfaces. We also provide conversion workbooks and documentation of the conversion file layouts expected by the import routines. These batch programs exist for most major transactions and master files.

We would utilize this method for the required conversions from your legacy system to Infor's solutions.

The following flow-chart offers an overview of the data conversion process:



### Infor Sample Conversion Process

#### **Data Migration and Conversion Scope:**

**“Data Migration and Conversion”** means the efforts associated with the analysis, cleansing, transformation/mapping, loading and reconciling of current or historical data from other systems into Infor systems (or prior Infor systems into current Infor systems), whether by manual or programmatic methods.

Infor will provide the Infor migration/conversion manuals and file layouts and data migration/conversion work sessions will be conducted to review the Infor standard migration/conversion programs and migration/conversion process. The Infor functional consultants will provide data mapping support. The data to be converted will be mutually identified during the Elaboration stage of the implementation.

Within the table defined below, the column “Responsible” represents the key or primary owner of the specific activity listed. The column of “Assist” represents the responsibility of the City or Infor for the efforts of assisting in the specific activity defined listed.

The following table identifies the Infor initial review of the conversion effort:

Activity	Responsible	Assist	Key Assumptions	Description
Train the City in data migration tools	Infor	The City attends training	The City has suitably qualified personnel that have experience and knowledge of existing legacy systems that attend the training.	Infor will train the City IT staff on the use of the Infor data migration tools.
Extract data from legacy	City	Infor provides	The City has tools and the competency to execute	All activities involved in getting data from



Activity	Responsible	Assist	Key Assumptions	Description
applications		advice and guidance	this data responsibility.	existing systems into the appropriate cleansing tools.
Conduct Data Migration Workshops	Infor	City IT and Functional Staff	The City has suitably qualified functional and technical staff with experience and knowledge of existing legacy systems.	Cross functional workshops to define the data migration process and mapping required.
Develop Migration Strategy and process description	City	Infor	The City has suitably qualified functional and technical staff with experience and knowledge of existing legacy systems.	Defines how the process is going to be managed and routines used.
Develop data migration / conversion plan	City	Infor provides advice and guidance	The City has suitably qualified functional and technical staff with experience and knowledge of existing legacy systems. the City PM will lead and manage this work with Infor's assistance.	Data conversion Project plan containing tasks, duration, resources, and schedule. Infor will validate the data conversion plan.
Document data mapping requirements	City	Infor provides advice and guidance	The City provides staff for documentation.	Data mapping documents are developed to provide specifications for field mapping and translation from the legacy system (or staging) tables to the Infor tables. Infor will provide a template.
Design migration / conversion routines	City	Infor provides advice and guidance	The City has suitably qualified functional and technical staff with experience and knowledge of existing legacy systems.	Technical design documents for the conversion routines are created based on the data mapping requirements and migration strategy.
Develop data migration / conversion routines	City	Infor provides advice and guidance	The City has suitably qualified functional and technical staff with experience and knowledge of existing legacy systems.	Programming and unit testing of the migration / conversion routines.
Determine data that will need to be manually loaded.	City	Infor provides advice and guidance	The City has suitably qualified functional and technical staff with experience and knowledge of existing legacy systems.	Where the conversion method is manual, the City is responsible for performing the data preparation and data entry. Infor will provide

Activity	Responsible	Assist	Key Assumptions	Description
				templates and guidance.
Transform Data	City	Infor provides advice and guidance	The City has suitably qualified personnel that have experience and knowledge of existing legacy systems.	The legacy data is transformed into the new data base structure. New fields are created and populated.
Test load sample data	Infor	City	Infor will lead the first sample test loads along with City IT staff.	Sample tests will be done as early as possible to help ensure the end to end process is working.
Test data within critical business processes	City	Infor provides advice and guidance	The City has suitably qualified functional and technical staff with experience and knowledge of existing legacy systems.	Process Owners will test the critical business processes using sample data during the Acceptance test. Infor will provide sample test scenarios and test scripts that will be tailored by the City and used for all testing
Data cleansing and rationalization	City	Infor provides advice and guidance	Data fields will be reviewed by the appropriate City business owner to ensure that the data is accurate and meets the business requirements.	All data fields will be reviewed by the appropriate qualified business owner to ensure that data is accurate and meets the business requirements.
Test load sample data	City	Infor	There is a new environment for data migration with master configuration tables.	Sample tests will be done as early as possible to help ensure the end to end process is working.
Test data within critical business processes	City	Infor provides advice and guidance	The Process Owners have been trained in the Infor application.	Process owners will test the critical business processes using sample data during the user acceptance test.
Full Migration – Non-live Parallel Test	City	Infor provides advice and guidance	The testing requirements and process will be determined by the Test Plans.	All data will be migrated to ensure performance is measured.

Activity	Responsible	Assist	Key Assumptions	Description
				Final test of all the data conversion.
Perform live migration	City	Infor provides advice and guidance	Conversion testing completed	Live data migration.

Infor understands that the City wishes each vendor to propose the scope of incremental data conversion work associated with RFP No. S-1225. Accurately estimating data conversions based on the limited information provided is not possible. In order to accurately provide an estimate many additional details of the specific data, how that data is stored, quality of the data content, the frequency of needed access to the legacy data and determination of the tool to be used to build the migration/conversion of the data, and other relevant details all play a part in the overall estimate of incremental data conversion.

As requested Infor has made a best-faith estimate of the required time and cost to develop the data migrations listed above in our response. As Infor better understands the City's requirements through further interaction, we will jointly identify which data conversions are no longer required based on the standard functionality and high degree of configurability of our products.

### **Report development**

The Infor Business Intelligence (BI) and Reporting Suite provide intuitive end-user query tools. The Infor Reporting suite provides the following Ad-hoc reporting capabilities:

#### **List Views**

Infor "List" view displays multiple records at once for a given form for quick query of records in functional areas. They can be personalized, filtered, updated and exported by any user.

#### **Info-Browser**

Infor's Smart Office user interface includes built-in query tool called Info Browser. Info Browsers allow end-users to query any table in the system and provides an easy to use query builder wizard that presents the data and table relationships in a point-and-click, end-user accessible fashion.

#### **Infor's Microsoft Excel Add-ins**

Infor also provides our MS Add-ins for Microsoft Office. This allows two-way, secure data exchange between Excel and the Infor system. Users are provided a wizard user interface for selecting data to download and also to map spreadsheet data to upload to the system.

#### **Infor's Reporting Services**

Reporting Services enables you to build rich, highly formatted reports based upon data from your entire enterprise that can be burst and securely web delivered by role with low administration. Infor uses Business Objects Crystal Reports for the ad-hoc reporting tool as part of Reporting Services. Lawson uses all of Crystal's functionality including wizards, templates, and drag-and-drop capabilities.

When report developers work with Crystal, they are presented a wizard to aid in selecting data for the report. The wizard presents all the metadata to the developer in a point-and-click manner. The metadata includes module, tables, fields, derived fields, indexes, conditions (views), and relations.

#### **Infor BI**

As per our previous overview of the Infor Business Intelligence application, Infor BI gives the City's users the information they need, when they need it. As a robust BI solution, reporting and analysis is simplified with industry leading business intelligence reporting and dash boarding for the casual users

as well as the City's power users. Infor has provided implementation services and training for our Infor BI application for ERP Financials, Master Supply Chain Management and dEPM.

Infor's implementation experience has shown that many legacy reports are no longer needed due to the abundance of information available online. The Infor and City Project Managers will work together to identify any reports that cannot be met with existing functionality. They will be prioritized for development. Infor recommends a joint effort on developing reports to ensure that the City has experienced staff to adjust or create new reports. The time to develop and test are entirely up to the complexity of the report.

Infor has included a pool of 1,000 hours for City-specific report configuration and development. The use of this pool of hours will be jointly managed by the Infor Project Manager and the City Project Managers. Additional hours will be approved and managed with the project change order process.

### Data interfaces

Underlying Infor ERP Solution is the Infor Technology Foundation, tools that enable integration, collaboration, and productivity. Infor's Technology Foundation have been built with a key objective in mind—to integrate the most mature, proven, and industry-driven applications available with modern, innovative technologies that change everything you

#### TECHNOLOGY FOUNDATION

Integration | Collaboration | Productivity

thought you knew about enterprise software. Below, we have provided product overviews of several of our Technology Foundation tools that highlight the integration, collaboration and productivity capabilities of our solution.

**Intelligent Open Network (ION)**—Even though the City is embarking on an enterprise wide business solution, there will always be the need to integrate data from and to the Infor solution from other in-house applications and tools. Infor ION enables intelligent business operations by simplifying integration between disparate systems, while combining contextual business intelligence, common reporting and analysis, streamlined workflow and business monitoring in a single, consistent architecture.

The Infor ION platform creates an inverted model for enterprise applications that moves them away from huge, complex middleware stacks. You get enterprise-wide visibility in a single management and modeling environment, plus a unified platform for social, mobile, and cloud. This simplifies integrations and upgrades, reduces the burden on IT, and gives end users greater flexibility to adapt business processes as needed. The result can be summed up in one word—harmony.

ION is fundamentally a publish/subscribe framework that uses XML standard business object documents (BODs) and it supports the following integration methods:

- Native Infor application pre-built integrations (EAM, IPS, Infor, and others).
- Text file consume/produce
- Database select/insert
- Web Services
- JMS message
- Business Process workflow callouts
- Additional pre-built 3rd party connector integration (for EDI, Oracle eBusiness Suite, SAP, and Salesforce.com).

**Infor Process Automation**—Infor Process Automation is an enterprise-level Integration and Workflow Engine that is native to our proposed Financial Management suite. IPA combines flexible Workflow with robust integration in one simple visual tool. Some of the connectivity options with IPA are:

- File parsing and creation for XML, CSV, and Flat files

- Infor direct Data Queries and automated Transactions via Infor's XML API wizards
- SQL/JDBC connector for direct 3rd party data-level connections
- LDAP query/update connector for centralized user management
- Web Services consumption: WSDL, UDDI, SOAP
- IBM WebSphere DataStage for data transformations and MQ for message queuing services

We anticipate the majority of integration for the City being developed and deployed using Infor Process Automation.

As requested Infor has made a best-faith estimate of the required time and cost to develop the interfaces listed as requirements in our response. As Infor better understands the City's requirements through further interaction, we will jointly identify which interfaces are no longer required based on the standard functionality and high degree of configurability of our products

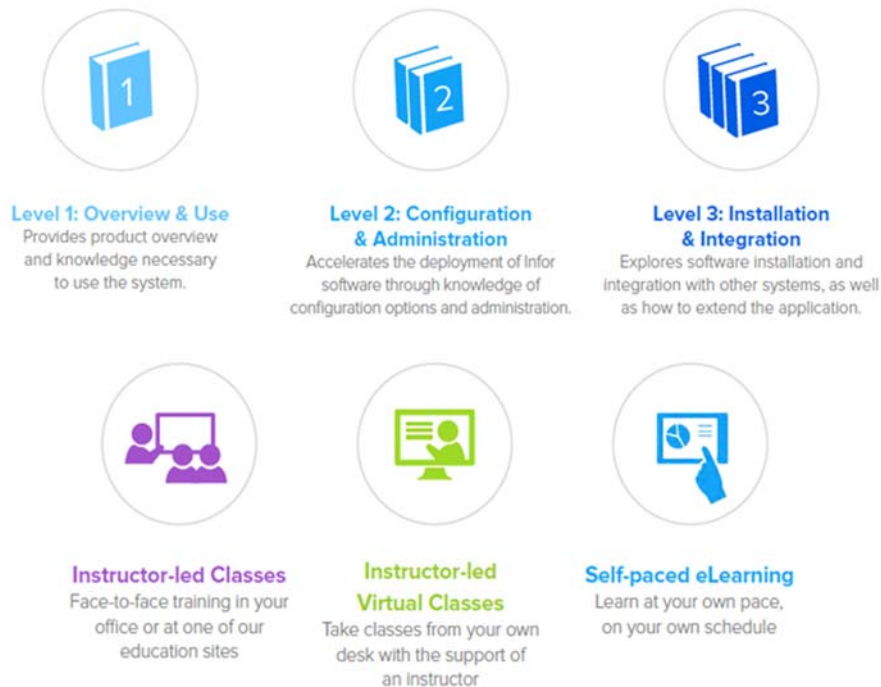
Infor anticipates that several of the interfaces listed as requirements by the City may be replaced by current Infor ERP functionality. For the remaining, Infor has included a pool of 1,000 hours for City specific interface configuration and development. The use of this pool of hours will be jointly managed by the Infor Project Manager and the City Project Managers. Additional hours will be approved and managed with the project change order process.

In our Project Team Readiness Training plan, Infor has also included training for City personnel on interface related tool sets to enable City personnel to participate in the development of interfaces.

## Training

### Project Team Readiness

Infor Education is staffed by professional instructional designers who work with our professional instructors and Infor product and implementation experts to create our content as well as innovative and flexible delivery options. Infor offers these convenient and cost-effective learning options to allow you to select the blend that works best for you and your employees.



The Infor Education strategy for project team members starts knowledge transfer at the earliest stages of the project. A well-trained project team makes better implementation decisions and reduces the number of customizations. We begin with fundamentals before progressing into application and technical training where training is focused on preparing your functional and technical teams for the decisions they will face in data mapping workshops and conference room pilots (CRPs). Throughout the implementation there is a gradual transfer of knowledge from Infor consultants to your project team until the members of the project team become the drivers and champions of the new system and business processes.



## Project team readiness



Your Project Team program will consist of a combination of public, private, formal, informal, in-person, virtual, and online training. Formal training, or Education Events, (available in public and private engagements) are designed to provide detailed information on the technology platforms and functional application features and functions in your Infor Solution. The courses include hands-on labs, in-class exercises, and real-world examples to increase the effectiveness and relevance of the instruction. Cost includes instructor fees, training materials, and access to a training environment. When applicable, Infor defines and schedules Informal training, or Private Training Workshops. These workshops are delivered by Infor Consultants in a consultative manner and use less formal materials and often use the Licensee's training environment and data.

Private Education Events are provided on-premise at the City or one-on-one with the City Project Team attendees through computer based meeting tools led by an Infor training resource.

### **Project Team Training Scope**

The following table lists the courses applicable to your Infor Solution and the delivery mode recommended for your project.

Module	Course Description	Course Hours	Delivery Mode	Maximum Attendees
CloudSuite Finance	Configuring and Administering Global Ledger	24	Private Education Event	14
	Administering Project Ledger	8	Private Education Event	14



	Configuring and Administering Project Invoicing and Revenue	16	Private Education Event	14
	Configuring and Administering Global Ledger Allocations	8	Private Education Event	14
	Configuring and Administering Payables	16	Private Education Event	14
	Configuring and Administering Matching	16	Private Education Event	14
	Configuring and Administering Receivables	16	Private Education Event	14
	Configuring and Administering Asset Accounting	16	Private Education Event	14
	Configuring and Administering Billing	8	Private Education Event	14
	Configuring and Administering Cash Management	24	Private Education Event	14
	Configuring and Administering Grant Accounting	24	Private Education Event	14
	Configuring and Administering Close Management	8	Private Education Event	14
	Configuring and Administering Reconciliation Management	8	Private Education Event	14
	Using Spreadsheet Designer for Microsoft Excel for Finance core team	4	Private Education Event	14

Module	Course Description	Course Hours	Delivery Mode	Maximum Attendees
CloudSuite Supply Management	Configuring and Administering Purchasing	16	Private Education Event	14
	Configuring and Administering Requisitioning	12	Private Education Event	14
	Configuring and Administering Inventory Control	24	Private Education Event	14
	Configuring and Administering Strategic Sourcing and Supplier Portal	16	Private Education Event	14
	Configuring and Administering Contract Management	32	Private Education Event	14
	Using Spreadsheet Designer for Microsoft Excel for Supply Chain core team	4	Private Education Event	14

Module	Course Description	Course Hours	Delivery Mode	Maximum Attendees
Human Resources Management	S3 HRM: Administering Employee and Manager Self-Service (includes applicable HR Structure topics)	16	Private Education Event	14
	S3 HRM: Processing Payroll	24	Private Education Event	14
	S3 HRM: Using Microsoft Office Add-Ins - Basic	8	Private Education Event	14
HCM Global Human Resources	Global HR: v11 Foundation	16	Private Education Event	14
	Global HR: v11 Configuring and Administering Global HR	32	Private Education Event	14
	Global HR: v11 Configuring and Administering Benefits	16	Private Education Event	14
	Global HR: v11 Configuring and Administering Absence Management and Time Entry	24	Private Education Event	14
	Global HR: v11 Designing Reports	8	Private Education Event	14
	Global HR: v11 Administering Security	8	Private Education Event	14
	Using Spreadsheet Designer for Microsoft Excel for Human Resources core team	4	Private Education Event	14
HCM Talent Management	Talent Management: v11 Configuring and Administering Talent Acquisition	16	Private Education Event	14

	Talent Management: v11 Configuring and Administering Compensation Management	16	Private Education Event	14
	Talent Management: v11 Configuring and Administering Goal and Performance Management	12	Private Education Event	14
	Talent Management: v11 Configuring and Administering Development Planning	16	Private Education Event	14
	Talent Management: v11 Configuring and Administering Succession Management	12	Private Education Event	14
WorkForce Management	WFM: Configuring and Administering Time and Attendance	24	Private Education Event	14
	WFM: Designing Reports using Cognos	24	Private Education Event	14

Module	Course Description	Course Hours	Delivery Mode	Maximum Attendees
dEPM	Infor BI OLAP Training	8	Private Education Event	14
	Application Studio Training	16	Private Education Event	14
Infor Business Intelligence	Infor BI: Administering the OLAP Server	24	Private Education Event	6
	Infor BI: Optimizing Content with Dashboards and Self- Service (v11)	16	Private Education Event	6
	Infor BI: Creating Reports with Application Studio	16	Private Education Event	6
	Infor BI: v11 Configuring Databases with ImportMaster	16	Private Education Event	6
	Infor BI: Creating Reports and Analyzing Data with Office Plus (v11)	16	Private Education Event	6
Xi Platform	Xi Platform: Solution Design and Administration	40	Private Education Event	6
Technical Training	Administering Landmark Foundation	40	Public Education Event	1
	Configuring and Administering Process Automation	40	Public Education Event	1
	Administering Configuration Console	32	Public Education Event	1
	v10 Administering System Foundation for Windows	40	Public Education Event	1

	Administering Infor Security Services	24	Public Education Event	1
	Administering Landmark Security	32	Public Education Event	1
	Creating Advanced Security Rules	24	Public Education Event	1
	v10 Administering Security	32	Public Education Event	1
	Administering Users	24	Public Education Event	1
	Customizing Lawson Applications with Design Studio and JavaScript	24	Public Education Event	1
	Smart Office Administration	16	Public Education Event	1
	Developing Mashups with Mashup Designer	24	Public Education Event	1

### ***Infor Education Subscription***

The Infor Education Subscription provides additional eLearning content, including demonstrations and recorded presentations by our experts. All of these materials are available for one low annual cost based on a number of named users. Infor Education strongly suggests that your team takes advantage of these materials as preparation for knowledge transfer (both formal and informal), for review throughout the project, and training for post-implementation employee turnover. As new eLearning content becomes available, it is added to the Subscription and available to you at no additional cost. These courses supplement formal and informal knowledge transfer during implementation, and offer training anytime, anywhere allowing employees to participate whenever it fits into their personal and work schedules.

### ***End User Training***

One of the most critical success factors in realizing the benefits of any new and integrated Enterprise HRMS/FIS solution is training. Our mission is to enable you to lower your total cost of ownership and realize the benefits of your Infor solution faster, and we do this by providing you with a comprehensive training and ongoing learning and performance support solution for your end users.

Infor believes that the following criteria are essential for the success of any end user training solution:

- *Performance and outcome-based focus* – an end user training solution must focus on the business tasks the employees perform, not system functionality. The overall goal of the solution should be to prepare individuals to do their jobs, or run their organizations, leveraging the new processes and tools, not on how the system works.
- *Blended approach* – today's learners expect to be able to access their learning when they want it, and when they need it, in easily digestible chunks. Our experience has shown that there are significant benefits to a learning solution that offers a blend of traditional instructor-led training augmented by online learning (eLearning) and micro-learning elements. The training needs to be delivered in multiple modalities to meet the diverse learning needs of the City employee base.
- *Instructional effectiveness* – focusing on performance goals, the training content and activities should be tailored to the achievement of those goals, to enhance the instructional effectiveness of the materials for each user audience.

- *Sustainable solution* – the needs for end user training won't go away after Go-Live. There will be an ongoing need to train new employees and to cross-train or re-train individuals as they change jobs or their organization goals change.

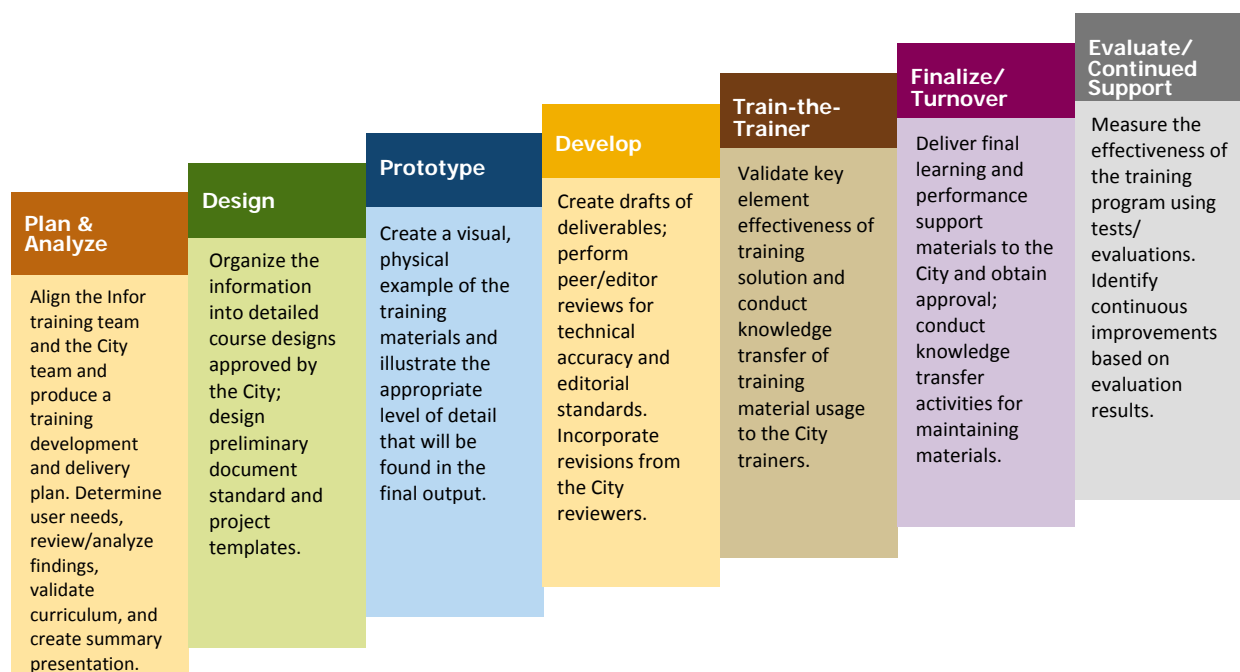
Well trained users will drive higher productivity and reduced support costs. With this focus, we can help the City increase return on their business and technology investments by reducing employee time-to-competence and improving overall job performance.

### End-user Training Design & Development Methodology

In order to ensure a performance and outcome-based focus for the end user solution, Infor follows a proprietary methodology to objectively assess the learning needs and provide recommended solutions that are targeted on end user performance. For the training solution proposed for the City, we envision following our PerformanceVision® methodology, with modifications made as needed to align with the City project requirements and established methodologies.

PerformanceVision®, rooted in adult learning principles, ensures a performance-based blended learning solution that meets the needs of all users, from the City employees to managers to core system users. Continuously improved over more than 20 years, this methodology ensures clarity, consistency, and high quality in all of Infor's training services through customer alignment, user-focused analysis, deliverable prototyping, stringent version control, and an active lessons learned process. At the onset of the engagement, we will partner with the City to conduct an analysis for the deliverables that are the subject of this proposal.

The figure below illustrates the major elements of PerformanceVision® that we will apply to this engagement.



### Design and Development Methodology

#### End-user Training Plan

The Training Plan is a critical deliverable and control document that will be maintained and updated throughout the project to ensure alignment with the City. The Training Plan is a detailed project plan for the development of the solution, the delivery of training, and the evaluation of the training. For multiple project phases of the Enterprise HR Solution, elements of the plan will need to be reviewed and updated to reflect the specific training development, delivery, and evaluation needs of that phase.

The Training Plan will include the following components to ensure the plan is effectively managed and quality training materials are developed and delivered for the City:

- Training Development Plan will include the scope of training material development and the timeline, level of effort, and resources required (both Infor and the City) to develop the agreed-upon training solution. The development plan will also include the following:
  - *Training Development and Review Process* – a documented process for how each training material component will flow through development, from prelim to draft to final deliverable. Included will be the technical and quality review checkpoints performed by Infor and the City.
  - *Documentation Standards* – set of written guidelines that describe each type of deliverable in the recommended training solution. These guidelines help ensure that training team members follow the documented project and quality standards during development.
  - *Deliverable Templates* – framework or boilerplate used as a starting point for each deliverable type. Templates help ensure consistency across multiple training team members. The training development tools and software required for the creation of the training solution will also be documented.
- Training Delivery Plan will include activities needed for the successful rollout of end-user training and who will be responsible for each activity. This plan will be developed during the training development portion of each project phase. Infor will support the City in developing the training delivery plan, which will include the plan for the following activities:
  - Determining instructor, class scheduling, and facility/equipment requirements
  - Identifying and preparing trainers for instructor-led and virtual delivery, including the necessary Train-the-Trainer activities
  - Registering end-users to classes and tracking course completion
  - Reproducing the training materials needed for instructor-led classroom training
  - Refreshing the training environment to support the class delivery schedule
- Training Evaluation Plan will provide recommendations for the evaluation and testing of critical user groups. The objective of the evaluation plan will be to measure both the effectiveness of training and end-user competency back on the job. Infor will work with the City to consider different evaluation tools and strategies while factoring in the organizational practices on evaluations.

### Proposed End-user Training Solution

In our experience, a well thought-out learning solution is created in partnership with the City and matched against the expectations throughout the learning journey. We will provide recommendations based on our experience with previous implementations, but would work immediately and collaboratively with the City to align on the appropriate solution.

To support the training requirements of the large and diverse the City user base, we propose an approach that balances innovation with traditional training methods likely familiar to much of your workforce. Our approach involves presentation and discussions about new business processes, with interactive activities allowing users to participate and provide feedback. We will use the City relevant business scenarios to drive system tutorials and exercises so users understand not only the steps in the system, but the context.

Infor proposes to lead the Training Workstream with the training materials being developed by City training developers for the first phase of the project (Finance) only. A combined team consisting of an Infor Training Lead and two internal training developers from the City will collaboratively develop all the required training materials for the Finance phase of the project. During this time Infor will coach the City trainers on best training practices so that they may continue to develop the training materials for future phases such as HR and Talent Management. This approach will enable the City to become self-sufficient and reduce dependency on Infor post Go-Live.

Our approach differs from traditional approaches to training, which rely almost completely on classroom training and memorization of how to do job tasks. In our approach, classroom time is shorter (or eliminated), and focuses on business context, practicing job tasks and using the support materials. Back on the job, users are able to access online help and go back to the training content as needed to recall specific steps, which helps to further develop the skills and knowledge needed to effectively use the system. This approach allows employees to achieve the optimum level of performance faster and maintain and even improve this level of performance over time.

### Proposed End User Training Solution

#### *Essential Elements of the End-user Training Solution*

This section provides additional detail on the essential elements of our proposed end-user training solution. The colored boxes indicate the types of deliverables that will be necessary to support each element. To assist with the creation of several of these deliverable types, Infor recommends the use of a training development tool. Infor will work with the City during the training analysis phase to identify tool options and determine the appropriate tool to use.

**eLearning (Self-Paced Web-Based Training).** Large populations of users, such as the dispersed the City employee base, can effectively be trained on business processes and basic system tasks using web-based training (eLearning). This web-based training will be developed using an agreed upon development tool and present concepts related to the business process. The eLearning will include simulations so that users can practice system tasks and will include knowledge checks as well as reference to other support documentation, such as work instructions and FAQs.

Concepts

Work  
Instructions

Simulation  
Demos

Simulation  
Exercises

**Instructor-Led Classroom Training (ILT).** For smaller user populations that require in-depth training on use of the system, such as your payroll and time administrators, hands-on instructor-led training will be most effective. In instructor-led classroom training, instructors will present concepts related to the business processes and system functionality. Referencing step-by-step procedures called work instructions, instructors will conduct demonstrations of key tasks in a live training database. The database will be representative of the production system the participants will see back on the job, including realistic data created in consultation with the City's project team. Participants then will complete hands-on exercises using the training database. These exercises will provide basic practice as well as require the participant to apply what they have learned to real life situations. Participants will also learn how to support themselves back on the job using the online help system.

Concepts

Work  
Instructions

Live Demos

Task-Based  
System Exercises

**Instructor-Led Virtual Training (VILT).** Where classroom training is not appropriate or economical, such as the more complex systems-based training for a dispersed audience, instructor-led classroom materials can be used for virtual training sessions. As in classroom ILT, instructors will introduce the concepts related to the business processes and system functionality. The instructors also will conduct demonstrations of key tasks using the training database. In virtual ILT, participants will complete hands-on exercises using system simulations (this is done to simplify the logistical requirements of the training, both from a technical perspective and an instructional one). Finally, as in the ILT, the participants will learn how to access performance support materials through the online help system. VILT can also be effective in delivering "webinars" to present business process and system overview information to the large and dispersed the City audience.

Concepts

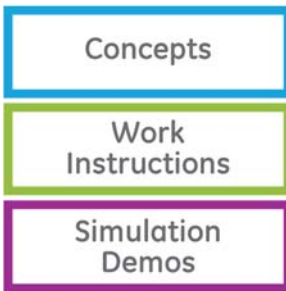
Work  
Instructions

Live Demos

Simulation  
Exercises



**Performance Support.** A key element of our proposed solution is the use of a performance support site (or online help system). Infor recommends the City builds an internal performance support website to host the training documentation created by Infor, if desired. The City is responsible for providing and maintaining the website or similar SharePoint site. The performance support site will also include conceptual presentations, links to simulations, job aids, FAQs, and other help materials identified by the City. This approach provides an ongoing support strategy that extends beyond the training event and provides just-in-time information to the end-user's desktop whenever it is needed.



### **Train-the-Trainer Approach**

Infor proposes a Train-the-Trainer approach to prepare the City Trainers to deliver the instructor-led and virtual training. The City will benefit by identifying resources who can serve as Trainers. The advantages of the City resources serving as Trainers are:

- They have credibility with end-users because “they understand our jobs”
- They are able to relate system tasks to real-world events
- They are able to reinforce business processes and changes caused by the implementation

As part of the Train-the-Trainer program, Infor proposes to conduct workshops to introduce the City trainers to the blend of training components, classroom materials, instructional activities, and online resources that have been developed so the trainers become familiar with the structure of the courses and how each course element is used during the training event. Trainers will also have the opportunity to “teach back” key sections of the training and receive feedback on their performance, both to reinforce their understanding of the system and to practice their teaching skills in a safe setting.

### **End-user Training Delivery**

The Training Delivery Plan, which will be developed with the City during the training development portion of each project phase, will provide the details regarding the approach and resources required for end-user training delivery. While a significant amount of the training can be deployed as self-paced learning, the delivery plan will address other ways to train and support the City employees through VILT “webinars” and coaching. With the large and dispersed the City employee population that will be impacted by the implementation, Infor recommends a “cascading” approach to delivering training and providing user support. Infor will develop Instructor guidelines and checklists for delivering the Manager and Employee training content, which the City Trainers from the Train-the-Trainer program can then use to train the City managers, who in turn can train and support their employees as needed using the same materials.

### Keys to Long Term Sustainment of the End-user Training Solution

Successful preparation and support of the employees impacted by the Enterprise Solution implementation will be critical to the overall success of the project. The risks posed by employees who lack understanding of business processes and ability to perform key job tasks are substantial. Based on our previous experience with enterprise systems implementations, we believe there are two keys to success for the Enterprise Solution training solution. We have taken each of these into account in the design of our proposed solution.

- Training content customized to the City' business – adult learners respond best to training content that reflects the specifics of their work and job role, the business processes and terminology they use, the products and services they work with, and the job tasks they perform. Our proposed solution will reflect this by including information specific to the City' environment, whether that be specifics on interfaces, tailored examples, or exercise scenarios that reflect actual job performance.
- A solution that bridges from training to sustainment – every organization implementing an enterprise system faces a similar challenge, “How do we build a training solution that will meet our needs now and in the future?” Most organizations focus on getting through Go-Live, and then worry about what comes next. Often, this results in tremendous rework and lost opportunity. In contrast, we believe that by designing and developing a sustainable solution while transitioning the program to the City through an effective knowledge transfer approach, we can provide the City with a solution that can effectively and efficiently meet short-term training needs and then seamlessly transition to a performance support and on-going training solution to support the end-user through the learning journey.

### Key Deliverables

Infor will perform the EUT program activities and produce the work products during Phase 1 (Finance) of the project lifecycle as follows:

- EUT Strategy – Infor will staff a Principal Training Consultant with responsibility for key strategy/approach work products and activities. This effort will establish a foundation for success for the City training initiatives and will provide an assessment of the targeted users, learning culture, existing learning practices, learning infrastructure, and impacted business processes and systems to formulate an overall End User Training Plan. The plan will establish the best approach for content design, development and delivery. This effort includes the following activities and work products:
  - Proposed training strategy and overall approach
  - Proposed training solution, including high level curriculum design by role
  - Training deployment and delivery recommendations
  - Training assessment/evaluation recommendations
  - Training risks and mitigation plans
  - EUT Project Plan
  - Team organization and estimated resource requirements
- Training Program Management – Infor will staff a Principal Training Consultant during the training development period of the Phase 1 project (estimated to be four months in duration) with responsibility, in conjunction with the City, for the following activities:
  - Creating the training development plan
  - Managing the training development plan
  - Developing the end user training deployment plan
  - Developing the evaluation plan

- Reviewing of City-developed training materials
- Coaching and advising of the City Training Developers
- The City will need to provide two training developers for 5 months prior to the first go-live who will have responsibility for developing the training materials under the guidance of the Infor training lead. Should the City not have suitable resources available Infor would be happy to discuss providing additional resources.

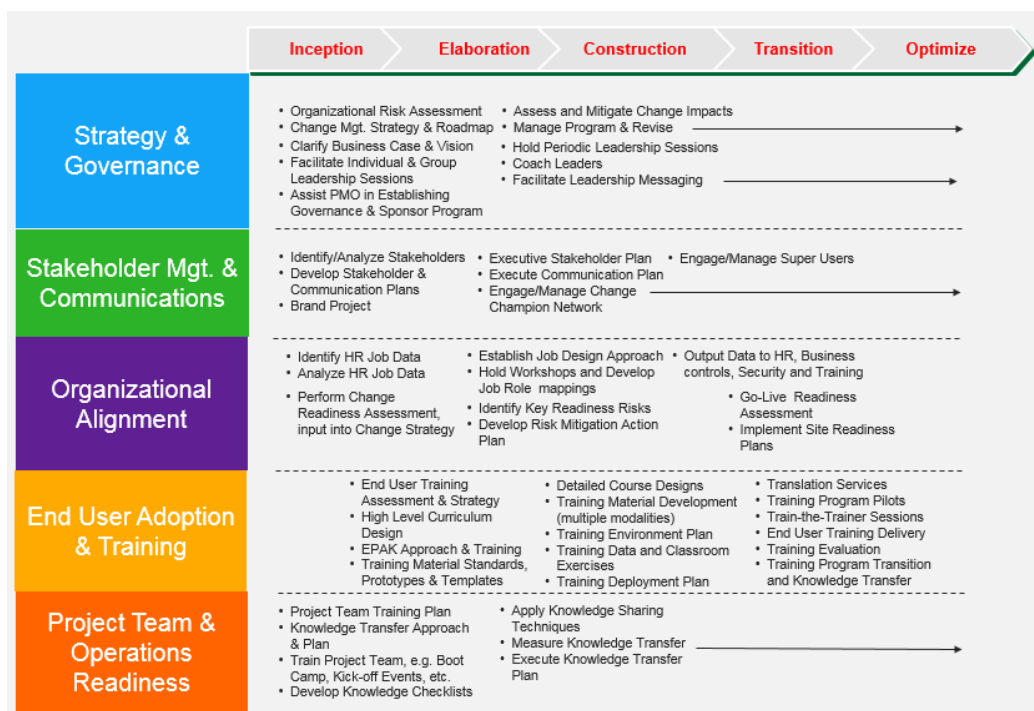
### Organizational Change Management

Organizational Change Management (OCM) provides a framework for identifying the business, organizational and end user risks associated with system implementations and for developing actions to mitigate the risks. Proactively managing the new business processes, new communications plans, and new organizational structures that impact employees as a result of a systems implementation project such as what the City is undertaking will minimize the depth and duration of productivity loss that occurs after a major change event like implementing a new enterprise system.

Building the capability to perform within the new processes and technical environment requires active leadership, engagement of a key group of stakeholders, communication of pertinent information, alignment of roles and tasks, education and skill development for those who will use the system, and high performing project teams.

Our approach provides flexibility to work with our customers based on their processes, culture, organizational environment and business needs. Our OCM solution is designed and structured to ensure our customers achieve the benefits expected from their system implementation. The Infor OCM team provides coaching, guidance and action in the areas of governance, senior leadership and stakeholder engagement, communications, organization alignment, training and project team effectiveness.

Specific actions will prepare the City for shifting to the new solution. Effective change management results from activities performed within each phase of the Infor Deployment Method as depicted in the Figure below.



Change Management Program Activities

### **Recommended Organizational Change Management Services**

Infor recommends our OCM JumpStart program which will produce the following work products:

OCM Strategy – Infor will staff an OCM Principal Consultant during the Inception Phase with responsibility for key strategy/approach work products and activities. This effort will establish a foundation for success for your change initiatives and will provide an assessment of key organizational risks, challenges and cultural barriers to integrate into an OCM Strategy, Approach and Plan. This effort includes the following activities and works products:

- Change Management Strategy & Roadmap
- Change Readiness Risk Assessment
- Change Management Project Plan
- Project Kick-off Communications Plan & Cadence
- Leadership Action Plans

The table on the following page further defines the activities to be performed and work products to be developed as a part of the Organizational Change Management Scope.

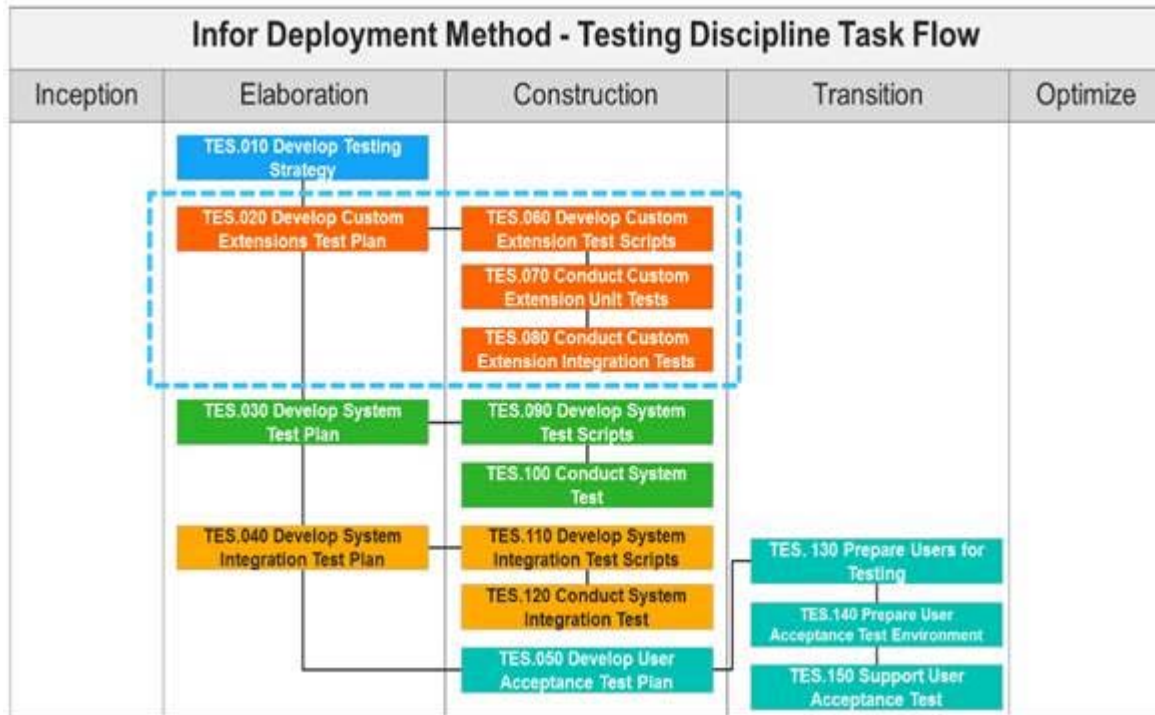
Activity or Work Product	Description
<b>Inception Phase</b>	
Change Management Strategy & Roadmap	This work product documents the change management strategy and the corresponding program and roadmap for the project. It integrates the findings from the Change Readiness Risk Assessment into an overall change management program and roadmap. The Change Strategy will also outline risk mitigations for organizational issues and provide a recommended change management program and enablers.
Change Readiness Risk Assessment	This work product identifies key organizational risks and challenges associated with the project. The assessment also provides mitigation plans.
Change Management Project Plan	This work product outlines the Change Management Program work plan, to include Phase, Stages, and tasks mapped to responsible resources.
Project Kick-off Communications Plan & Cadence	This work product documents the communications plan and activities to support the initial communication needs of the project. The primary focus is on the Project Team, Extended Team, Sponsors, Key Stakeholders and general awareness activities to the broad audience.
Leadership Action Plans	These work products provide Key Leadership with guidance on the activities, messaging and visibility they will need to provide to help manage stakeholders, and provide change leadership.

Infor will provide a Change Management Lead to manage the change management activities through the four-week OCM JumpStart. The role of the Infor Change Management Lead will be to co-develop the key strategy and approach work products and then provide methodology, tools, and coaching to the City resource(s) to execute the work plan.

- During the Jumpstart the City will provide at least one Change Management resource to serve in advisory role into the business, participate in and lead review/sign-off of deliverables, and lead the City change management responsibilities.
- After the completion of the OCM Jumpstart, the City will be responsible for executing the OCM Strategy and Communication plans. Infor can provide a part-time Change Management Lead to provide coaching and guidance to the City OCM Lead throughout Finance Phase 1 Go Live.

## Testing

We have provided a sample test plan below.



### TES.010 – Develop Testing Strategy

Testing Strategy determines the approach that the project will follow for testing. The strategy considers the characteristics of the system to be built, the project duration and budget, and defines the strategy to complete the testing scope and level of rigor for the effort.

### TES.070 Conduct Configuration Extension Unit Tests

This task performs unit tests on configuration extensions that have been developed during the project. Unit testing validates that the individual configuration extensions are fit-for-use and function as expected per the relevant technical specifications.

Custom Extension Unit Test is usually performed in parallel with development. The Developer typically performs this task, and he or she conducts the tests according to the Custom Extensions Test Scripts and documents the output as the Custom Extension Unit Test Results.

### TES.080 Conduct Configuration Extension Integration Tests

This task performs integration tests on custom extensions that have been developed during the project. Integrations testing validates that the custom extension units are functioning together as expected per the relevant functional specifications.

Configuration Extension Integration Test is usually performed in parallel with development. The Developer typically performs this task, and he or she conducts the tests according to the Custom Extensions Test Scripts and documents the output as the Configuration Extension Integration Test Results.

### TES.100 Conduct System Test

This task executes System Test in the appropriate System Test environment. System Testing tests the standalone integrated system, and it validates the functionality of the system against the specified

requirements. System Test should imitate how end-users would use the system, and the Tester should document any errors as problems or defects.

System Test should be performed according to the System Test Plan and using the System Test Scripts. This task produces the System Test Results.

### **TES.120 Conduct System Integration Test**

This task tests the system within the context of the other systems with which it will interact. System Integration Testing validates the interfaces and interactions between the implemented system and other client systems within the client's environment. This task should validate integrated system interactions, whether the implemented system is interfacing with other Infor products or client legacy systems.

The Tester should document any errors found during testing as problems or defects. The output of this task is the System Integration Test Results.

### **TES.150 Support User Acceptance Test**

Unlike the other testing tasks, User Acceptance Test is performed by client users instead of members of the Infor project team. The client users are new to the system. Although they have been prepared to participate in User Acceptance, they may have questions or need support while validating the system. This task provides user support to client testers to help ensure they are able to complete system validation during User Acceptance Test.

As indicated in each phase, testing is a critical component. The various different aspects of testing are defined below. The Infor software is configured as individual “components”, but the deployment of the entire system will be done to ensure that the system is tested as a single unit.

### ***Integrated System Testing***

Integrated System Testing deals with testing the integrated system that has been deployed into an environment as a single solution. Emphasis is placed on the functionality, performance and capacity of the system related to conformance to requirements and fitness of purpose, in addition to the overall system integration different components. The system is judged against user requirements, code specifications, business functionality, scalability, reliability, and hardware performance. Ideally, some amount of testing should be completed using pristine data that has been entered using the application. In this way, functional issues can be determined and resolved independent of any issues that result from converted data. After the clean data test is completed, the Integrated System Testing environment can be continued using converted data to test the quality of the conversion, and to stress the business functionality further. The basic steps of the Integrated System Test are as follows:

- **Script Identification** – Using the Solutions Design Documents, test scripts are identified that test the individual requirements of the system.
- **Script Creation** – Each of the scripts that have been identified above will be written, with basic steps on how to execute the functionality, in addition to inputs and expected results.
- **Script Execution** – The scripts that have been written are executed, the results recorded, the script is passed or failed, and any associated defects are written.

In addition, some of the SME power users may engage in “Structured ad hoc Testing”. This type of testing involves users with advanced skillsets and deep business knowledge to traverse the system as they would during normal business operations, essentially trying to “break” the system.

The following tests are also part of the IST testing process:

### ***Data Conversion Test***

This test activity includes testing the converted data in two basic ways. The first way is to produce reports that validate various “checksum” characteristics of the converted data, such as the total number of assets (or licenses, or bills, etc.), and then, subdividing the assets (or licenses, or bills) by type, by class, by fee type, by bill type, etc. Checking these statistics on pre and post converted data



to validate that all data has been correctly converted. The second type of testing is to perform basic functional testing with the application using converted data. This should be performed after the functional testing listed above has been completed with pristine data to ensure that functional issues aren't confused with conversion related issues.

### ***Interface and Batch Test***

This test activity includes testing the inbound and outbound interfaces for validity, data integrity, and timeliness. Batch processes with all frequencies must also be tested for timeliness and accuracy. (Batch testing frequently involves interface testing as many interfaces are completed during a nightly batch cycle.)

### ***Performance & Capacity Testing***

Performance testing is done to provide stakeholders with information about their application regarding speed, stability and scalability. Infor will work with the City during the Phase 0: Mobilization to determine the applicable testing metrics based on the methodology below.

1. **Identify testing environment** - Know the physical test environment and production environment. Understand details of the hardware, software and network configurations used during testing before beginning the testing process.
2. **Identify the performance acceptance criteria** - This includes goals and constraints for throughput, response times and resource allocation. It is also necessary to identify project success criteria outside of these goals and constraints.
3. **Plan & design performance tests** - Determine how usage is likely to vary amongst end users and identify key scenarios to test for all possible use cases. It is necessary to simulate a variety of end users, plan performance test data and outline what metrics will be gathered.
4. **Configuring the test environment** - Prepare the testing environment before execution.
5. **Implement test design** - Create the performance tests according to your test design.
6. **Run the tests** - Execute and monitor the tests.
7. **Analyze, tune and retest** - Consolidate, analyze and share test results. Then fine tune and test again to see if there is an improvement or decrease in performance. The project team will work with Infor's Cloud Operations Team to adjust any infrastructure recommendations identified through testing analysis.

### ***User Acceptance Testing***

User Acceptance Testing is designed to allow the end users of the new system to test based more on daily business workflows and processes, rather than on conformance to requirements. UAT may leverage the scripts that have been created within IST, but should align more closely with the daily work activities of the end users. This would include line workers, approvers, managers, team leads, field organizations, etc. As with IST, any automated interfaces or nightly batch jobs should also be included within the test scripts, and should just follow what normally happens during a typical business cycle. New functionality may require specific scripts to be written as some functional capabilities will be new to the end users.

### ***Defect Management and Resolution***

Defects will be investigated based on priority and/or severity, and also based on the number of other defects that are currently being worked. A defect resolution process will be established prior to the testing phase in order to formalize how quickly a defect is addressed. Turnaround times for defects vary based on the complexity of the defect, how easily repeatable it is, and how many other defects are being worked by the project team. Turn times for defects will be tracked and analyzed during the testing phases in order to assist with planning of retests, and validation of the overall testing schedule.

### **System documentation development**

An important component of a successful implementation is the documentation and reference manuals for the various functional solutions being deployed. Infor offers two different offerings for documentation which, when use collectively, provide a valuable tool-set for documentation and learning.

Our first offering is the documentation and reference manuals provided as part of the solutions investment. They include:

*User guides:* are application-specific and very comprehensive reference manuals.

Operations and technical support manuals are provided to our clients online. The user guides are application-specific. They are comprised of chapters, and each chapter has concepts and procedures. These are comprehensive reference manuals maintained by Infor's application product development teams.

*Training documentation:* Infor provides electronic copies of training manuals for functional applications and technical solutions to the City. The training workbooks are course-specific. They are comprised of lessons, and each chapter typically has a roadmap outlining the lesson, exercises for concepts, hands-on exercises, and application questions. Lessons reference applicable user and/or reference guides, when applicable.

For additional value, all Infor online documentation can be personalized to reflect your business procedures, requirements and coding.

Infor has embedded the Adobe® Reader® within our on-line documentation which provides users with all the features provided in this document sharing tool.

Users can view, search, print, and collaborate with the PDF files.

As an Infor client, the City will have access to the Infor Support Portal as a one-stop shop for documentation, release notes, patches and fixes, product downloads, enhancement requests, and user community forums.

### **Disaster recovery plan**

Disaster Recovery/Business Continuity is built into the design of Infor's Cloud infrastructure. Currently, our Recovery Point Objective is 2 hours and the Recovery Time Objective is 12 hours, well within industry standards.

### **Go Live support/post Go-Live stabilization**

Post Go-Live support and stabilization for all project phases is proposed as 4 weeks of remote and on-site coverage.

Optionally Infor has proposed six months of post-implementation release support services for the first phase of implementation. The release management services are geared to work directly with the City's project team, aiding in planning and execution of patch management, configuration changes/additions and regression testing for full IT Change Management coordination of your Infor ERP solution. This timeframe will enable the City to be self-sufficient with receiving Cloud updates.

For post-implementation technical support of your Infor ERP solution, you expect a support organization to resolve incidents, track response times, and provide software upgrades, patches, and service packs. At Infor, we believe that is not enough. We take support further with Infor Support, because we believe that support must be about more than reactive incident resolution and software upgrades.

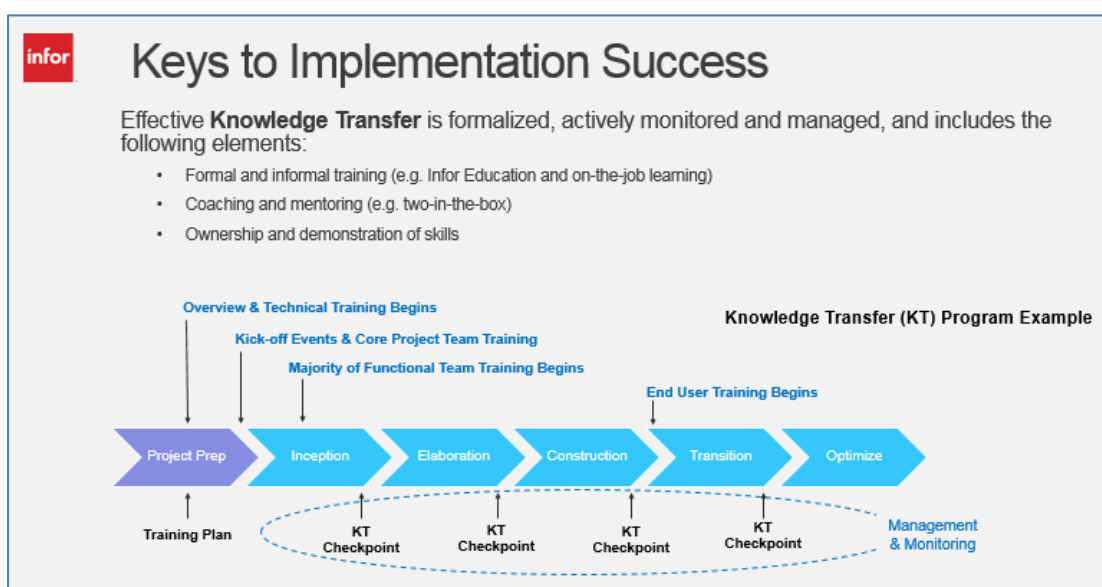
With Infor Support, you get support that is industry-tailored from Infor, where we understand that the speed and quality of the information we provide are critical to your organization. You get the optimum benefit from Infor not only because of our deep industry knowledge, but also because we measure ourselves on how quickly we successfully address your issues.

With the Infor Support portal's consumer-grade user interface, the City will be able to set viewing preferences to get information presented in a personalized way. The City will be able to access critical support resources, including software patches, service packs, updates, release notes, a comprehensive knowledge base, recorded briefings, and online communities 24 hours a day, 7 days a week, 365 days a year.

### Knowledge transfer

Infor knows the success of a project relies on ensuring the City has the ability to maintain a sustainable environment after deployment. This strategy starts knowledge transfer at the earliest stages of the project; a well-trained project team makes better implementation decisions and reduces the number of customizations. We begin with fundamentals before progressing into application and technical training; training is focused on preparing your functional and technical teams for the decisions they will face in data mapping workshops and then conference room pilots (CRPs).

Please see table of courses beginning on page 52.



Infor Consultants will work side-by-side with the City to help ensure that their experience, expertise and best practices knowledge is transferred to your staff throughout every phase of the project. Our consultants focus on sharing their knowledge with your Project Team and user partners throughout the course of the implementation. This approach, coupled with our robust methodology, toolsets, documentation, guidelines, and other deliverables from our project implementation approach, provides the project with the right tools to position the team for project success post Go-Live. We will provide an optimization review at the end of the project and ensure the transition to support is seamless for the City.

## Staffing plan

### ***City Roles and Responsibilities***

A key component in a successful implementation is to define the individuals that make up the project team.

Your Project Team should include an Executive Sponsor, Project Manager, and Work Team Leaders for each application area and Technical Support experts. The City will need to establish implementation team roles that align with the brief descriptions for each of these roles below:

Executive Sponsor/Steering Committee – Without proper vision and guidance from a company's executives, many projects fail to reach their desired goals and objectives. The role of the Executive Sponsor and Steering Committee will be to participate in setting the goals and scope of the project and to participate in periodic status meetings with the project team.

Executive Management – .10 FTE (5% - 20%)

Project Manager – An assigned Project Manager should have appropriate decision-making authority. This person will oversee all project activities. These will include staffing the project with the proper resources, preparing and monitoring the project plan, attending project team training for functional and selected technical classes, setting project priorities and assigning tasks, identifying and documenting project issues and providing status reports on the project to the executive sponsors. This person is usually very familiar with cross-functional requirements and upper management's goals and has the ability to lead a team of people from various departments. Although this person may be very knowledgeable of the City in functional areas, they should not be assigned specific responsibilities for completing the activities associated with one or more applications. These responsibilities should reside with the Work Teams that are described below.

Project Manager – 1 FTE (90% - 100%)

Work Team Leaders (Application Suite Project Managers) – These individuals will be considered part of the core project team and will participate in tasks including Project Team training, Business Process Surveys, Business Procedure Review, Acceptance Testing, and Production Support as deemed necessary by the Infor Project Manager and the Client Project Manager. Often these experts consist of Application Leads in their respective areas of expertise (i.e. Human Resources, Payroll, etc.). The individuals designated for these roles should have a good working knowledge of how your organization's processes are performed in Infor and understand the reasons for the current processes. As part of the implementation process, these individuals will be evaluating the new functionality available and determine how their organization can make the most of new functionality.

A City individual may fill more than one of these roles across different phases of the project.

- Finance Team Lead – 1 FTE (80% - 100%)
- Human Resources Team Lead – 1 FTE (80% - 100%)
- Recruitment Team Lead – .5 FTE (60% - 80%)
- Compensation & Performance Management Team Lead – .5 FTE (60% - 80%)
- Benefits Team Lead – .5 FTE (60% - 80%)
- Succession/Development Planning Team Lead – .5 FTE (60% - 80%)
- Technical Lead/HRIS Analyst – .5 FTE (60% - 80%)
- Procurement Team Lead – 1 FTE (80% - 100%)
- Budgeting Team Lead - .5 FTE (80% - 100%)
- Time and Attendance Team Lead - 1 FTE (80% - 100%)

- IT Team Lead – .50 FTE (60% - 80%)

Subject Matter Experts - These resources will be considered part of the core project team and will participate in tasks including Project Team Training, Design/Configuration activities, Acceptance Testing, and Production Support as deemed necessary by the Infor Project Manager and the AWG's Project Manager. Often these experts consist of Application Leads in their respective areas of expertise (i.e. GL, AM, Allocations, AP, AR etc.) as well as other supporting personnel from the various departments. The resources designated for these roles should have a good working knowledge of how AWG's processes are performed and understand the business logic for the current processes.

- Finance Team SMEs – 2 FTE (80% - 100%)
- Human Resources Team SMEs– 3 FTE (80% - 100%)
- Recruitment Team SMEs– 50 FTE (60% - 80%)
- Compensation & Performance Management Team SMEs– 50 FTE (60% - 80%)
- Benefits Team SMEs– 50 FTE (60% - 80%)
- Succession/Development Planning Team SMEs– 50 FTE (60% - 80%)
- Procurement Team SMEs – 2 FTE (80% - 100%)
- Budgeting Team SMEs - .5 FTE (80% - 100%)
- Time and Attendance Team SMEs - .6 FTE (80% - 100%)
- Key Users 1.5 FTE (25% - 50%)
- End-User Team – .25 FTE (10% - 30%)

Technical Experts – A team of Technical Experts will be involved in the technical duties that come with an Infor implementation. Examples include system administration, end user application security andand, conversion extract programming. A clear understanding of Infor to non-Infor interfaces are assumed.

- IT System Administrator /Security– .30 FTE (25% - 50%)
- IT Programmer/Analysts – 2 FTE (50% - 75%)

### ***Infor Roles and Responsibilities***

#### Infor Project Executive

The Infor Project Executive has responsibility for the overall delivery of the project along with the Infor Relationship Management with the City. Michael Dunning will work closely with both the Executives of the City as well as the Project Team to ensure they have the needed resources to complete a successful project delivery.

#### Project Executive – Responsibilities:

- Primary execution responsibility
- Primary contact point for the City
- Service fee estimates and delivery dates
- Has engagement administrative responsibilities
- Engagement status reporting

#### Infor Project Manager

The Infor Project Manager's role and responsibility in the City project will be to lead and coordinate all aspects of the project, including resource management, budgeting, forecasting, as well as project team and senior management communications. They will work in partnership with the City Project Manager to coordinate all the activities the City resources are responsible for to ensure task are tracked and reported on correctly.

Infor Project Managers handle a wide range of projects with special emphasis on Software Installation, design, and implementation. The experience brought to a project by an Infor Project Manager will include multiple system upgrades and installations along with custom application development experience. They coordinate resources, establish the project governance structure and communicate about the project. Other IT Project Manager responsibilities usually include creating and maintaining project plans, managing the project budget, mitigating project risks and making sure the project is on track and within budget.

#### *Infor Project Manager – Responsibilities:*

- Client satisfaction
- Quality assurance of both Infor & City assigned tasks
- Infor resource management
- Detail planning, scheduling and analysis
- Manages the Infor application & technical resources assigned to the project
- Interfaces with City area managers & project executive

#### Solution Architect

This team member will focus on application design / technical solution creation efforts on the project. The support they will provide to the project team will be instrumental in finalizing an overall technical solution at the very beginning of the project. By performing the initial requirement gathering, estimations and technology evaluations for the projects, this will minimize scope creep and /or other related issues. After the multiple rounds of creation reviews of the Application Architecture and design are completed; and these components are done properly, the application will work as expected. Once the design phase is complete, the solution architect may just be available for the review purposes; and from now and on-wards it is the project and delivery managers' responsibility to carry the project execution.

#### *Solution Architect – Responsibilities:*

- Assist Project Manager with specific implementation project deliverables
- Acts as SME with deep knowledge of the application solution
- Advise and provide guidance in setting solution strategy throughout the project sessions
- Proposed approach and solutions to complex business requirements
- Provides quality control of the application solution design.
- Advise and provide guidance on determining the functional fit and gaps of complex business requirements relative to Infor's core product functionality
- Contributes to the program approach, functional design reviews and provides feedback/recommendations on the appropriate solution.

#### Business Analyst

This role will work as part of a multidisciplinary project team to plan, design, develop and implement comprehensive business solutions in response to client needs. This consultant will bring the City

his/her knowledge of methods and techniques for business analysis in a software development. They will work closely in partnership with the City to ensure all aspects of the business need are satisfied.

*Business Analyst Responsibilities:*

- Proven business and analytical skills through the application of established frameworks, methodologies and processes
- Work with various end users to understand and document their current business operations
- Facilitate JAD sessions or other formal information gathering activities
- Drive and lead the development of use cases and system requirements specifications across enterprise level client accounts
- Create appropriate written documentation for all levels of the business operational staff as well as IT staff
- Identify business process improvements
- Lead the documentation of BA processes including system functional requirements, workflows, etc.
- Develop process and data models
- Manage user acceptance testing

Technical Lead

The Technical Lead will work with the business analysts and fellow developers to build best in class software and solutions. This consultant's expertise in developing enterprise applications and working in a Public Sector environment is a key in ensuring the successful delivery of the City project.

*Technical Lead Responsibilities:*

- Follow best practices in software design, development and testing.
- Ability to create data models, assembling SQL queries, views, functions, and stored procedures.
- Ability to develop using Microsoft .NET (C# or VB) development platform.
- Develop/configure application based on documented requirements.
- Perform and document unit testing results.
- Provide assistance and support to business analysis team the Software Development Lifecycle (SDLC).
- Technical knowledge of application architecture
- Provide conceptual designs for potential requested configuration extensions
- Consult with the City on systems integration of Infor applications to other systems
- Assist Project Manager with specific technical implementation project deliverables
- Lead over all Infor technical consultants supporting the project.

Organizational Change Management Lead

The Organizational Change Management (OCM) Team ensures the human and organizational risks to the implementation are identified and actions are taken to minimize the risks. The OCM Team provides coaching, guidance and action in the areas of stakeholder engagement, communication, organization alignment, training and project team effectiveness.



Organizational Change Management Lead Responsibilities:

- Develop an overall change strategy for the implementation
- Plan and manage communication opportunities throughout the project
- Develop project governance structure in conjunction with project management and enlist leaders to understand and accept their role in the project structure
- Manage the development of the training architecture and identified training events
- Coordinate the instructional design and training needed to equip the project team, super users, and system end users
- Plan for post Go-Live user performance support
- Develop a network of change advocates to identify potential risks and to help mitigate risks to the project within the business processes and locations affected
- Assess project risks and facilitates development of plans to mitigate and minimize risks to the project
- Work with Core Team Leads to identify changes to the business processes
- Communicate changes that will impact people within the business and help them understand and adapt to the changes
- Identify needed changes to the structure of the organization and work with organizational leaders to make changes that will support the new business system
- Develop post Go-Live continuous process improvement strategy

Training Lead

Training is a final key to a successful program—user adoption and retention are always the focus of our most capable team members. We have provided personnel that are long-term users of the solution and can easily assist with developing a comprehensive training program that is tailored to Penn's needs and those of its staff. The Training Lead is a key member of the Organizational Change Management team. Personnel selected as the training lead will be responsible for managing the creation of learning and performance support materials associated with new system business processes, execution of the work plans, and the financial budget of the work stream.

Training Lead Responsibilities:

- Develop the training strategy and training project plan
- Manage development of user-focused documentation including conceptual material, procedures, and performance support on time, within budget, and with expected quality
- Execute sound instructional design and documentation methodologies
- Lead training team members in their activities
- Participate in project leadership meetings and activities
- Provide timely reports of project progress
- Communicate concerns and obstacles to success
- Understand data structures and requirements in system to create accurate data to be used for training
- Work with Project Team members and subject matter experts to review documentation
- Track training documents through review and revision process

- Lead ongoing maintenance to training documentation including development of new documentation as required
- Provide assistance to trainers in preparing for training delivery or prepare to conduct training delivery

### Ongoing services

Infor CloudSuite subscription offerings deployed in the Infor Cloud have a common set of capabilities, including:

- **Support:** An unlimited number of incidents reported by any of your Designated Contacts and 24x7 access to the support portal located at [www.infor.com/](http://www.infor.com/).
- **Infrastructure:** Power infrastructure, environmental controls, network infrastructure, storage, and other hardware and software.
- **Technical Change Management:** Ensures review and controlled implementation of changes that Infor may make from time to time in the support of the services. Changes require both a risk analysis and a peer review before being implemented in Infor's infrastructure.
- **Security and Privacy:** Infor's strategy is based upon best practices designed to comply with applicable laws and regulations, and is based upon generally accepted industry standards.
- **Scheduled Maintenance:** Subscription services shall be subject to a regularly scheduled weekly maintenance window. These scheduled maintenance windows ensure that our customers have access to the latest version of the technology.

### Infor offers two Support plans:

- **Infor Premium Support** – Support for an unlimited number of incidents, continuous online support through a portal that's available 24x7, and priority queuing based on the severity of an incident, extended critical incident support 24X7 and live, interactive briefings.
- **Infor Elite Support (proposed to the City)** – All the benefits of Infor Premium plus an assigned Customer Success Manager dedicated to helping resolve issues and achieve user satisfaction with Infor's products, technology, and on-going cloud operations. Additional services include, but are not limited to helping resolve issues through coordination of the following activities: access to senior level Infor Support and development analysts; update planning assistance; scorecard reports and early adopter program.

Infor CloudSuite may be set up as an operating cost rather than a capital expense with its transparent price tag. Our flexible payment models feature SaaS-based, per user, per month pricing and can be scaled up or down to meet changing business needs.

Essential features are standard:

- Full service support: Users in your organization receive ongoing updates, upgrades, and IT operations service.
- Swift, unlimited incident response: Your team stays in constant contact with support staff for system issues, which are prioritized by severity.
- Phone access and 24x7 online support: Speak with support during business hours or go online to file reports and browse our extensive knowledge base. Listen to recorded briefings on specific topics.
- Online communities: Use Infor social networking tools to ask questions of peers with the same configuration and industry challenges.

### **Infor CloudSuite Support Plan Features**

Infor offers subscription plans to fit your needs. The plans include the following:

- **Infor Business Application:** Provisioned as full service to users in your organization. This includes ongoing updates and upgrades, and IT operations.
- **Defined Incident Response:** With Infor's defined incident response targets, you will know when we expect to respond to your support incident, based on incident severity, product, and the support plan options you choose.
- **Unlimited Incidents:** A designated contact may log an unlimited number of support incidents with Infor.
- **Continuous Online Support:** The Infor Support Portal is available to you 24x7 to log incidents, or find information within the knowledge base.
- **Telephone Access:** During business hours, you may contact our support team via phone.
- **Priority Incident Queuing:** We will prioritize your support incidents based on severity.
- **Access to Online Communities:** Are part of Infor's social networking tools that allow you to communicate with and ask questions of your peers, who may have the same Infor Subscription Software, environment configuration, and industry challenges.
- **Recorded Briefings:** You will have access to recorded sessions featuring Infor support resources addressing common topics of interest. You can also request that Infor create Recorded Briefings on specific topics.

Onsite support is not typically provided nor needed. Infor Support is delivered remotely.

## 5.0 Required Documents/Appendices:

### a. Functional Requirements-Appendix A

**Infor Response:** Infor has completed Appendix A, and it can be found in its native form on the USB with this RFP response submission.

**b. Cost Worksheet-Appendix B**

**Infor Response:** Infor has completed Appendix B, and it can be found in its native form on the USB drive with this RFP response submission.

**c. Proposal Letter/Certificate of Acceptance – Appendix C**

**Infor Response:** Infor has completed Appendix C, and it is included on the following page.

## **Appendix C**

### **CITY OF GARDEN GROVE PROPOSAL REQUIREMENTS**

#### **PROPOSAL LETTER/CERTIFICATE OF ACCEPTANCE**

PROPOSER NAME:

Infor Public Sector, Inc.

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SANDRA SEGAWA, PURCHASING AGENT  
CITY OF GARDEN GROVE  
11222 ACACIA PARKWAY  
GARDEN GROVE, CALIFORNIA 92840

In response to the request to Provide ERP Solution and Related Implementation Services, we the undersigned hereby declare that we have carefully read and examined the RFP documents including the Scope of Work, and hereby propose to perform and complete the Work as required in the Contract.

This Contract is not exclusive. The CITY expressly reserves the right to contract for performance of services such as those described herein through other Contractors.

The undersigned agrees to supply the Scope of Work at the costs indicated in its cost proposal if its Proposal is accepted within 180 days from the date specified in the RFP for receipt of proposals.

The undersigned has reviewed the enclosed contract terms and conditions and agrees to accept all terms and conditions of the CITY's contract unless otherwise noted in the proposal response.

If recommended for Contract award, the undersigned agrees to execute a contract which will be prepared by the CITY for execution within 10 calendar days following Notification of Award. It is understood that the recommendation for contract award will not be placed on the agenda for consideration by the City Council until the CITY has received the executed contract. The CITY will fully execute the contract subject to resolution of Protest filings, if any, and approval by the City Council.

The undersigned will also deliver the necessary original Certificates of Insurance to the CITY



prior to the commencement of work. If services are authorized to commence prior to the execution of the Contract pursuant to a Notice to Proceed issued by the CITY, pending the execution of the Contract, the services shall be subject to the terms and conditions of the Scope of Work and the Contract.

Incorporated herein and made a part of this Proposal are the Response Data and Proposal Forms required by the Proposal Requirements.

The undersigned acknowledges receipt, understanding, and full consideration of the following Addenda to the RFP Documents:

Addenda No. 1, 2, 3, 4, 5, 6, 7, 8, 9, 10

Proposer represents that the following person is authorized to negotiate on its behalf with the CITY in connection with this RFP:

<u>Lindsay Pritchard</u>	<u>Associate General Counsel</u>	<u>651-767-7000</u>
(Name)	(Title)	(Phone)

The undersigned certifies that it has examined and is fully familiar with all of the provisions of the RFP Documents and is satisfied that they are accurate; that it has carefully checked all the words and figures and all statements made in the Proposal Requirements; that it has satisfied itself with respect to other matters pertaining to the proposal which in any way affect the Work or the cost thereof. The undersigned hereby agrees that the CITY will not be responsible for any errors or omissions in these RFP Documents.

Proposer's Business Address 11000 Olson Drive, Suite 201, Rancho Cordova, CA 95670  
and Telephone/Fax Numbers: PH: 916-403-6200 FAX: 916-403-6303

BY:  8/11/17  
(Signature)

<u>Lindsay Pritchard</u>	<u>Associate General Counsel</u>
(Type or Print Name)	(Title)

lindsay.pritchard@infor.com  
(Email Address)

**d. Bidder/Contractor Statement Regarding Insurance – Appendix D**

**Infor Response:** Infor, MHC, and PCI have completed Appendix D, and they start on the following page.

**BIDDER/CONTRACTOR STATEMENT  
REGARDING INSURANCE COVERAGE  
(Submit with IFB/RFP Package)**

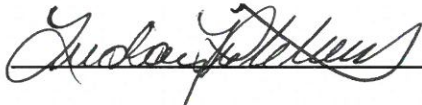
This signed document must be included with your bid package in order for your bid/proposal to be considered complete!

BIDDER/CONTRACTOR HEREBY CERTIFIES that he/she has reviewed and understands the insurance coverage requirements specified in Appendix D.

Should we/I be awarded the contract, we/I certify that we/I can meet the specified requirements for insurance, including insurance coverage of the subcontractors, and agree to name the City as per the agreement for the work specified and we/I will comply with the provisions of Section 3700 of the Labor Code, which require every employer to be insured against liability for worker's compensation or to undertake self-insurance in accordance with the provisions of that code, before commencing the performance of the work specified.

Infor Public Sector, Inc.

Please Print (Person, Firm, or Corporation)



Signature of Authorized Representative

Lindsay Pritchard, Associate General Counsel

Please Print (Name & Title of Authorized Representative)

8/9/17

Date

651-767-7000

Phone Number

lindsay.pritchard@infor.com

Email

Insurance Certificates and Endorsements will also be accepted via email and must be emailed to the following email address only: <a href="mailto:sandras@garden-grove.org">sandras@garden-grove.org</a> . This is the
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preferred and quickest method of submitting insurance certificates and endorsements.

Insurance Certificates and Endorsements can also be mailed to: City of Garden Grove

Attention: Sandra Segawa

Purchasing Division

11222 Acacia Parkway

Garden Grove, CA 92840

NOTE: All insurance certificates and endorsements must be received by the City of Garden Grove Purchasing Division within ten (10) City working days of the original request or the City reserves the right to proceed with the next lowest responsible bidder or the next highest scoring proposer in the process.

## Appendix D

### Bidder/Contractor Statement Regarding Insurance

#### Insurance requirements.

1.1 COMMENCEMENT OF WORK. CONTRACTOR shall not commence work under this Agreement until all certificates and endorsements have been received and approved by the CITY. All insurance required by this Agreement shall contain a Statement of Obligation on the part of the carrier to notify the CITY of any material change, cancellation, or termination at least thirty (30) days in advance.

1.2 WORKERS COMPENSATION INSURANCE. During the duration of this Agreement, CONTRACTOR and all subcontractors shall maintain Workers Compensation Insurance in the amount and type required by law, if applicable.

1.3 INSURANCE AMOUNTS. CONTRACTOR shall maintain the following insurance for the duration of this Agreement:

(a) Commercial general liability in an amount of ~~\$10,000,000.00~~ <sup>\$1,000,000.00</sup> per occurrence (**claims made and modified occurrence policies are not acceptable**); Insurance companies must be acceptable to CITY and have a Best's Guide Rating of A-, Class VII or better, as approved by the CITY.

(b) Automobile liability in an amount of \$1,000,000.00 combined single limit (**claims made and modified occurrence policies are not acceptable**); Insurance companies must be acceptable to CITY and have a Best's Guide Rating of A-, Class VII or better, as approved by the CITY.

(c) Professional liability in an amount not less than \$1,000,000. Insurance companies must be admitted and licensed In California and have a Best's Guide Rating of A-, Class VII or better, as approved by the City. If the policy is written on a "claims made" basis, the policy shall be continued in full force and effect at all times during the term of the

agreement, and for a period of three (3) years from the date of the completion of services provided. In the event of termination, cancellation, or material change in the policy, consultant shall obtain continuing insurance coverage for the prior acts or omissions of professional/consultant during the course of performing services under the term of the agreement. The coverage shall be evidenced either by a new policy evidencing no gap in coverage, or by obtaining separate extended "tail" coverage with the present or new carrier.

An **On-Going and Completed Operations Additional Insured Endorsement** for the policy under section 1.3 (a) shall designate CITY, its officers, officials, employees, agents, and volunteers as additional insureds for liability arising out of work or operations performed by or on behalf of the CONTRACTOR. CONTRACTOR shall provide to CITY proof of insurance and endorsement forms that conform to CITY's requirements, as approved by the CITY.

An Additional Insured Endorsement for the policy under section 1.3 (b) shall designate CITY, its officers, officials, employees, agents, and volunteers as additional insureds for automobiles, owned, leased, hired, or borrowed by the CONTRACTOR. CONTRACTOR shall provide to CITY proof of insurance and endorsement forms that conform to CITY's requirements, as approved by the CITY.

For any claims related to this Agreement, CONTRACTOR's insurance coverage shall be primary insurance as respects CITY, its officers, officials, employees, agents, and volunteers. Any insurance or self-insurance maintained by the CITY, its officers, officials, employees, agents, and volunteers shall be excess of the CONTRACTOR's insurance and shall not contribute with it.

*If CONTRACTOR maintains higher insurance limits than the minimums shown above, CONTRACTOR shall provide coverage for the higher insurance limits otherwise maintained by the CONTRACTOR.*

**BIDDER/CONTRACTOR STATEMENT  
REGARDING INSURANCE COVERAGE  
(Submit with IFB/RFP Package)**

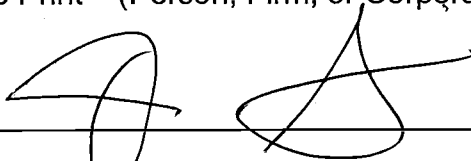
This signed document must be included with your bid package in order for your bid/proposal to be considered complete!

BIDDER/CONTRACTOR HEREBY CERTIFIES that he/she has reviewed and understands the insurance coverage requirements specified in Appendix D.

Should we/I be awarded the contract, we/I certify that we/I can meet the specified requirements for insurance, including insurance coverage of the subcontractors, and agree to name the City as per the agreement for the work specified and we/I will comply with the provisions of Section 3700 of the Labor Code, which require every employer to be insured against liability for worker's compensation or to undertake self-insurance in accordance with the provisions of that code, before commencing the performance of the work specified.

MHC Software, Inc

Please Print (Person, Firm, or Corporation)



Signature of Authorized Representative

John Shields, President

Please Print (Name & Title of Authorized Representative)

8/11/2017

800-588-3676

johns@mhccom.com

Date

Phone Number

Email

Insurance Certificates and Endorsements will also be accepted via email and must be emailed to the following email address only: <u>sandras@garden-grove.org</u> . This is the
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preferred and quickest method of submitting insurance certificates and endorsements.

Insurance Certificates and Endorsements can also be mailed to: City of Garden Grove  
Attention: Sandra Segawa  
Purchasing Division  
11222 Acacia Parkway  
Garden Grove, CA 92840

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- 1.3 INSURANCE AMOUNTS. CONTRACTOR shall maintain the following insurance for the duration of this Agreement:  
*\$2,000,000.00 is our coverage*
  - (a) ~~Commercial general liability in an amount of \$10,000,000.00 per occurrence~~ **(claims made and modified occurrence policies are not acceptable);** Insurance companies must be acceptable to CITY and have a Best's Guide Rating of A-, Class VII or better, as approved by the CITY.
  - (b) Automobile liability in an amount of \$1,000,000.00 combined single limit **(claims made and modified occurrence policies are not acceptable);** Insurance companies must be acceptable to CITY and have a Best's Guide Rating of A-, Class VII or better, as approved by the CITY.
  - (c) Professional liability in an amount not less than \$1,000,000. Insurance companies must be admitted and licensed In California and have a Best's Guide Rating of A-, Class VII or better, as approved by the City. If the policy is written on a "claims made" basis, the policy shall be continued in full force and effect at all times during the term of the

agreement, and for a period of three (3) years from the date of the completion of services provided. In the event of termination, cancellation, or material change in the policy, consultant shall obtain continuing insurance coverage for the prior acts or omissions of professional/consultant during the course of performing services under the term of the agreement. The coverage shall be evidenced either by a new policy evidencing no gap in coverage, or by obtaining separate extended "tail" coverage with the present or new carrier.

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*If CONTRACTOR maintains higher insurance limits than the minimums shown above, CONTRACTOR shall provide coverage for the higher insurance limits otherwise maintained by the CONTRACTOR.*

**BIDDER/CONTRACTOR STATEMENT  
REGARDING INSURANCE COVERAGE  
(Submit with IFB/RFP Package)**

This signed document must be included with your bid package in order for your bid/proposal to be considered complete!

BIDDER/CONTRACTOR HEREBY CERTIFIES that he/she has reviewed and understands the insurance coverage requirements specified in Appendix D.

Should we/I be awarded the contract, we/I certify that we/I can meet the specified requirements for insurance, including insurance coverage of the subcontractors, and agree to name the City as per the agreement for the work specified and we/I will comply with the provisions of Section 3700 of the Labor Code, which require every employer to be insured against liability for worker's compensation or to undertake self-insurance in accordance with the provisions of that code, before commencing the performance of the work specified.

STEVE CROSSLEY PCI LLC

Please Print (Person, Firm, or Corporation)



Signature of Authorized Representative

STEVE CROSSLEY C.O.O.

Please Print (Name & Title of Authorized Representative)

<u>8/14/17</u>	<u>813-885-7974</u>	<u>Steve.Crossley@pciusa.com</u>
Date	Phone Number	Email

Insurance Certificates and Endorsements will also be accepted via email and must be emailed to the following email address only: <u>sandras@garden-grove.org</u> . This is the
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preferred and quickest method of submitting insurance certificates and endorsements.

Insurance Certificates and Endorsements can also be mailed to: City of Garden Grove  
Attention: Sandra Segawa  
Purchasing Division  
11222 Acacia Parkway  
Garden Grove, CA 92840

NOTE: All insurance certificates and endorsements must be received by the City of Garden Grove Purchasing Division within ten (10) City working days of the original request or the City reserves the right to proceed with the next lowest responsible bidder or the next highest scoring proposer in the process.

## e. Company Profile – Appendix E

Under this section, Vendors shall complete the Company Profile Questionnaire referred to in Appendix C of this RFP. If subcontractors are being proposed, please complete a Company Profile Questionnaire for each subcontractor as well.

The Questionnaire includes the following information:

- Name, address, telephone and fax numbers, Federal Employer I.D. Number

**Infor Response:** Infor Public Sector, Inc. is responding to the City's RFP.

**Address, phone and fax:**

Infor Public Sector, Inc.  
13560 Morris Road, Suite 4100  
Alpharetta, GA 30004

Phone: (678) 319-8000

Fax: (678) 319-8682

Operating office address:  
11000 Olson Drive, Suite 201  
Rancho Cordova, CA 95670-5753

**FEIN:**

The Infor Public Sector Federal Tax ID number is: 94-2913642.

- Number of years of experience your company has had in providing related, or equivalent services

**Infor Response:** Infor has more than 40 years providing enterprise software and services.

- A list of all individuals who will be working on this project, indicating level/title, experience, and responsibility

**Infor Response:** Please see our response provided under Proposed Staffing in Section 1.0, corresponding resumes in Appendix F, and Roles and Responsibilities in Section 4.0 Implementation Plan.

- The names of California cities your company has worked with and what modules these California cities purchased

**Infor Response:** At this point in the selection process, Infor policy precludes the provision of specific product and client base numbers. We can say that Infor CloudSuite Public Sector is a vital part of our overall product offering and receives a significant portion of support resources, including access to development commitment which is 16% of our revenue (company-wide). Should the City need additional confirmation around the viability of the solution proposed and where it falls within the Infor fold for this engagement, Infor will work with the City during the selection process to offer any additional assurances required.

- The names of the California cities and the areas of the consulting project the consultant(s) who will be assigned to Garden Grove's contract have experience with/in

**Infor Response:** Infor Services is proposing a seasoned team of skilled experts who are determined to deliver value to the City of Garden Grove. Our Services group has completed thousands of successful implementations around the globe, including in California, and has years of experience working with Infor solutions and, in many cases, building those solutions.

The team proposed for this project has provided consulting services to clients such as:

- Elsinore Valley Water District, CA
- County of Yolo, CA
- Sweetwater School District, Chula Vista, CA

Quick facts:

- Infor Services includes approximately 4,000+ skilled experts worldwide, who have an average of more than 10 years' experience on Infor solutions.
- Many are former CFOs or operations managers, hold advanced degrees, or are industry certified and credentialed as best practice experts.
- Collectively, Infor Services speaks more than 30 languages fluently.

- The top three ERP systems by name your company has the most experience with

**Infor Response:** Infor is the third largest business application software company with our own proprietary software. We only position and support Infor solutions that are purposely built for specific industries. We are proposing our Infor CloudSuite Public Sector solution that meets the requirements identified in the RFP.

*Infor, PCI, and MHC have completed Appendix E, and they start below.*

## APPENDIX E – COMPANY PROFILE

Question	Answer
Organization name and corporate location.	Infor Public Sector, Inc.  Infor Public Sector, Inc. 13560 Morris Road, Suite 4100 Alpharetta, GA 30004  Operating office address: 11000 Olson Drive, Suite 201 Rancho Cordova, CA 95670-5753
Role in proposed project.	Prime
What is your organization's primary business?	Infor is an enterprise software provider. We develop, implement, and support our applications.



Is your organization a subsidiary to a larger parent company? If so, whom? and for how long?	The Infor entity that is responding to this RFP is Infor Public Sector, Inc. is a wholly owned subsidiary of Infor (US), Inc.			
If your response to the above question is yes, then how long has your parent company been providing similar software solutions? How long does your parent company plan to support the software being proposed and if your parent company guarantees the supporting and maintaining of the proposed software solution?	Infor's proposed solution is an evolution of Lawson software, which was founded in 1975. It is Infor's policy to offer ongoing support for its products for as long as it deems feasible given market conditions; however, the Company may sunset products that are outdated or are no longer needed by the marketplace.			
Length of time your organization (not parent) has been in business providing this software solution?	Infor's proposed solution is an evolution of Lawson software, which was founded in 1975.			
Organization Ownership / Legal Form (For Corporation – State of Incorporation)	Infor is a privately-held corporation. Our state of incorporation is California.			
Number of employees:	U.S.	Worldwide		
• Total	Approximately 6,406	Approximately 10,113		
• Development	Approximately 1,919	Approximately 3,284		
• Product Support	Approximately 548	Approximately 1,164		
• Professional Services	Approximately 1,451	Approximately 2,980		
Office locations U.S.	Infor is an International company with 168 direct offices in 41 countries. Please use the following link to view our Infor office locations. <a href="http://www.infor.com/contact/locations/">http://www.infor.com/contact/locations/</a>			
Financial Strength Summary:	2013	2014	2015	2016
• Total Revenue	Infor's FY17 revenues were approximately \$2.9 billion and our adjusted EBITDA was over \$765 million, or 26.8% of revenues. These metrics demonstrate our customers' and prospects' continuing endorsement of our product strategy and customer-centric approach to support and services. Additional detail can be made available upon notification of shortlist or serious intent to consider.  Although Infor's shares are not publicly traded or listed on any public exchange, we are a voluntary public filer with the United States Securities and Exchange Commission and publicly file periodic SEC reports (10-K, 10-Q, etc.) that include financial statements. Infor's filings with the SEC can be accessed at the following link(s):  Fiscal year ending, April 30, 2017 <a href="https://www.sec.gov/Archives/edgar/data/1556148/000119312517212858/d303410d10k.htm">https://www.sec.gov/Archives/edgar/data/1556148/000119312517212858/d303410d10k.htm</a>			
• License Revenue				
• Services Revenue				
• Maintenance Rev.				
• Net Profit				
• Proposed Solution R&D Spending				

## 5.0 Required Documents/Appendices:

Number of licenses installed	U.S.
	Worldwide
	At this point in the selection process, Infor policy precludes the provision of specific product and client base numbers. We can say that the Infor CloudSuite suite proposed is a vital part of our overall product offering and receives a significant portion of support resources, including access to development commitment which is 16% of our revenue (company-wide). Should the City need additional confirmation around the viability of the solution proposed and where it falls within the Infor fold for this engagement, Infor will work with the City during the selection process to offer any additional assurances required. Please note that Infor is a company headquartered in New York with a very significant % of our customer base in North America. The core of the proposed solution was formerly known as Lawson which Infor acquired 6 years ago and invested over \$500 M in redevelopment and enhancement of functionality, technology and user experience.
Number of installations for proposed version	U.S.
	Worldwide
	Please see response directly above.

Question	Answer	
Organization name and corporate location.	PCI LLC Tampa, Florida	
Role in proposed project.	Cashiering Software	
What is your organization's primary business?	Software for municipalities; Government contractor.	
Is your organization a subsidiary to a larger parent company? If so, whom? and for how long?	NA	
If your response to the above question is yes, then how long has your parent company been providing similar software solutions? How long does your parent company plan to support the software being proposed and if your parent company guarantees the supporting and maintaining of the proposed software solution?	N/A	
Length of time your organization (not parent) has been in business providing this software solution?	26 years	
Organization Ownership / Legal Form (For Corporation – State of Incorporation)	Privately held company	
Number of employees:	U.S.	Worldwide
	35	40
	17	
	14	
	9	

Office locations U.S.	4899 W. Waters Ave., Suite A Tampa, FL 33634			
Financial Strength Summary:	2013	2014	2015	2016
<ul style="list-style-type: none"> <li>• Total Revenue</li> <li>• License Revenue</li> <li>• Services Revenue</li> <li>• Maintenance Rev.</li> <li>• Net Profit</li> <li>• Proposed Solution R&amp;D Spending</li> </ul>	Not available at this time to be provided in RFP response; however, PCI is willing to discuss financial strength specifics with the City at the appropriate time.			
Number of licenses installed	U.S.		Worldwide	
	38		40	
Number of installations for proposed version	U.S.		Worldwide	
	38		40	

Question	Answer																																			
Organization name and corporate location.	MHC Software, Inc. 12000 Portland Avenue South, Suite 230 Burnsville, MN 55337																																			
Role in proposed project.	Document Management																																			
What is your organization's primary business?	Software Development																																			
Is your organization a subsidiary to a larger parent company? If so, whom? and for how long?	No																																			
If your response to the above question is yes, then how long has your parent company been providing similar software solutions? How long does your parent company plan to support the software being proposed and if your parent company guarantees the supporting and maintaining of the proposed software solution?	N/A																																			
Length of time your organization (not parent) has been in business providing this software solution?	Since 1997- 20 years																																			
Organization Ownership / Legal Form (For Corporation – State of Incorporation)	S Corporation																																			
Number of employees:	<table border="1"> <thead> <tr> <th></th><th>U.S.</th><th>Worldwide</th></tr> </thead> <tbody> <tr> <td>• Total</td><td>80</td><td>0</td></tr> <tr> <td>• Development</td><td>35</td><td>0</td></tr> <tr> <td>• Product Support</td><td>33</td><td>0</td></tr> <tr> <td>• Professional Services</td><td>12</td><td>0</td></tr> </tbody> </table>		U.S.	Worldwide	• Total	80	0	• Development	35	0	• Product Support	33	0	• Professional Services	12	0																				
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Office locations U.S.	12000 Portland Avenue South, Suite 230 Burnsville, MN 55337																																			
Financial Strength Summary:	<table border="1"> <thead> <tr> <th></th><th>2013</th><th>2014</th><th>2015</th><th>2016</th></tr> </thead> <tbody> <tr> <td>• Total Revenue</td><td>\$27MM</td><td>\$28MM</td><td>\$29MM</td><td>\$30MM</td></tr> <tr> <td>• License Revenue</td><td></td><td></td><td></td><td></td></tr> <tr> <td>• Services Revenue</td><td></td><td></td><td></td><td></td></tr> <tr> <td>• Maintenance Rev.</td><td></td><td></td><td></td><td></td></tr> <tr> <td>• Net Profit</td><td></td><td></td><td></td><td></td></tr> <tr> <td>• Proposed Solution R&amp;D Spending</td><td></td><td></td><td></td><td></td></tr> </tbody> </table>		2013	2014	2015	2016	• Total Revenue	\$27MM	\$28MM	\$29MM	\$30MM	• License Revenue					• Services Revenue					• Maintenance Rev.					• Net Profit					• Proposed Solution R&D Spending				
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• Proposed Solution R&D Spending																																				

## f. Resumes of Key Personnel – Appendix F

**Infor Response:** Infor has completed Appendix F and it is included below.

### APPENDIX F – RESUME OF KEY PERSONNEL

Provide a brief resume of key persons, specialists, and individual consultants that shall be assigned with the project. Copy the table below and complete it for each staff member that will be key to this project.

<b><i>Name and Role on Project</i></b>	<b>Michael Dunning</b> <b>Project Executive</b>
<b><i>Previous Project Assignments and Role</i></b>	Project Director  Currently Project Director over multiple full lifecycle implementations including a City, a State, and two School districts. Products include the Infor Lawson Financial, Procurement and Human Resources Suites. In addition the Strategic Sourcing, Contract Management, Smart Office and LBI (Crystal Reports, Process flow, Reporting Services, and Smart Notifications), modules are being implemented as well. This effort includes detailed project planning and creation of an initial full implementation plan including client resources and budget. Also, staffing consultants, resolving issues, managing risk, communicating well, creating training plans, providing executive updates through reports and meetings, and managing project budgets.
<b><i>Years of Experience</i></b>	With this firm - 8 years at Infor Other firms (including company name and role) KPMG/ Director/8 Years Infor (Infinium Software)/Director of Services/2 Years Ceridian/DVP – Client Services/6 Years
<b><i>Education Degree(s)/Specialization</i></b>	Master of Business Administration  Bachelors of Science - Business/Management

<b><i>Other Experience &amp; Qualifications relevant to the proposed project</i></b>	Certified Information Systems Auditor		
	<b>Infor Applications</b>	<ul style="list-style-type: none"> <li>• Infor Financial CloudSuite</li> <li>• Infor Procurement CloudSuite</li> <li>• Infor HCM CloudSuite</li> <li>• Infor Talent Management</li> <li>• Infor Hansen</li> <li>• Infor Workforce Management</li> </ul>	<ul style="list-style-type: none"> <li>• Business Process Evaluation and Design</li> <li>• Conversions &amp; Interfaces</li> <li>• CloudSuite and on Premise Upgrades</li> <li>• Systems Integration</li> </ul>
	<b>Other Non-Infor Applications</b>	<ul style="list-style-type: none"> <li>• Oracle</li> <li>• Ceridian</li> <li>• ADP</li> </ul>	<ul style="list-style-type: none"> <li>• SAP</li> <li>• PeopleSoft</li> </ul>
	<b>Hardware &amp; Operating Systems</b>	<ul style="list-style-type: none"> <li>• Windows</li> <li>• Oracle</li> </ul>	<ul style="list-style-type: none"> <li>• IBM</li> </ul>
	<b>Methodologies &amp; Standards</b>	<ul style="list-style-type: none"> <li>• Infor Deployment Method</li> <li>• Implementation Accelerator</li> </ul>	<ul style="list-style-type: none"> <li>• Quickstep</li> </ul>



<b>Name and Role on Project</b>	<b>Jerry Tweedy</b> <b>Project Manager</b>
<b>Previous Project Assignments and Role</b>	ERP Implementation – Local Government Client  Project Manager  The project included the implementation of enterprise wide finance, human resource, payroll, procurement and utility billing capability. Mr. Tweedy was engaged by the client to provide independent project management and advisory services. Mr. Tweedy worked with customer staff to negotiate the initial contract and to develop the overall project plan. Mr. Tweedy advised client staff on key steps in the implementation including design, testing and training activities. Additionally, he led the organization's change management team which developed and communicated key messages throughout the project.
<b>Years of Experience</b>	With this firm - 1 year at Infor Other firms (including company name and role) The Persimmon Group/Vice President of Government Services/2.5 years The City of Tulsa/Project Manager/1 year The Azimuth Group/Partner/6 years MAXIMUS/Director/4 years Hitachi Consulting/Manager/1 Year Arthur Andersen/Manager/6 years
<b>Education Degree(s)/Specialization</b>	University of North Texas, MPA – Local Government Management University of Central Arkansas, BS – Public Administration

<p><b><i>Other Experience &amp; Qualifications relevant to the proposed project</i></b></p>	<p>Certifications &amp; Memberships PMP, Project Management Institute, PMI – North West Arkansas</p>
	<p>Publications WERC Magazine, November, 2012 Warehouse Management Systems Guide</p>
	<p><b>Infor Applications</b> • Lawson S3</p>
	<p><b>Other Non-Infor Applications</b> • Oracle eBusiness • New World • Tyler</p>
	<p><b>Hardware &amp; Operating Systems</b> • Windows</p>
	<p><b>Programming Languages</b> • SQL • PL/SQL</p>
	<p><b>Methodologies &amp; Standards</b> • Infor Deployment Method</p>

<b><i>Name and Role on Project</i></b>	<b>Keith Robben</b> <b>GHR Consultant</b>
<b><i>Previous Project Assignments and Role</i></b>	GHR/Benefits Management Consultant – Large Public Sector Client Implementing GHR and Benefits Management for a 3500-employee Public Sector client
<b><i>Years of Experience</i></b>	With this firm - 2.5 years at Infor Other firms (including company name and role) Jayne M. Perkins Foundation/Vice President/5 years East Central Community College/Instructor/5 years St. Louis Community College/Instructor/9 years University of Missouri-St. Louis/Lecturer/5 years
<b><i>Education Degree(s)/Specialization</i></b>	Doctor of Philosophy (candidate) in Adult Education Dissertation: "Successful Retention for Adult Learners" Master of Arts in Adult Education Bachelor of Science in Communications
<b><i>Other Experience &amp; Qualifications relevant to the proposed project</i></b>	Goal and Performance Management Learning and Development Management Post-Secondary Certification in Adult Education and Adult Learning Talent Management (TM) Implementation (GHR) Talent Acquisition (TA) Certified Infor Instructor

<b><i>Name and Role on Project</i></b>	<b>Kristin Albrecht</b> <b>Payroll Consultant</b>
<b><i>Previous Project Assignments and Role</i></b>	Principal Application Consultant at K-12 in Washington  Provided advisory consulting for a large K-12 in Washington. She supported the successful beta implementation of the Teacher Contract Administration Module.
<b><i>Years of Experience</i></b>	With this firm - 21 years at Infor Other firms (including company name and role) Carlson Companies/Project Lead/1 year Carlson Companies/Payroll Manager/2 years Carlson Companies/Auditor/3 years
<b><i>Education Degree(s)/Specialization</i></b>	University of Wisconsin-Eau Claire, Bachelor of Business Administration-Accounting and Management Information Systems

<b><i>Other Experience &amp; Qualifications relevant to the proposed project</i></b>	<b>Infor Applications Versions 6-10</b>	<ul style="list-style-type: none"> <li>• HR</li> <li>• Employee Manager Self Service</li> <li>• Benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Payroll</li> <li>• Personnel Administration</li> <li>• Absence Management</li> <li>• Contract Pay Administration</li> </ul>
	<b>Other Non-Infor Applications</b>	<ul style="list-style-type: none"> <li>• MS Excel</li> <li>• MS Visio</li> <li>• MS Project</li> <li>• Crystal</li> </ul>	<ul style="list-style-type: none"> <li>• MS Word</li> <li>• MS Power Point</li> <li>• MS Access</li> </ul>
	<b>Hardware &amp; Operating Systems</b>	<ul style="list-style-type: none"> <li>• Windows</li> </ul>	<ul style="list-style-type: none"> <li>• Unix</li> <li>• I-series</li> </ul>
	<b>Practical Skills</b>	<ul style="list-style-type: none"> <li>• Business Process Design</li> <li>• Integrated System Test Planning and Execution</li> <li>• Issue Management, Escalation and Resolution</li> </ul>	<ul style="list-style-type: none"> <li>• Conversion/Interface Planning and Execution</li> <li>• Managing and Implementation Custom Modifications</li> </ul>
	<b>Infor Tools Knowledge</b>	<ul style="list-style-type: none"> <li>• Processflow</li> <li>• Addins</li> </ul>	<ul style="list-style-type: none"> <li>• Design Studio</li> <li>• SmartNotifications</li> </ul>

<b>Name and Role on Project</b>	<b>Cathy Jones</b> <b>Finance Consultant</b>		
<b>Previous Project Assignments and Role</b>	Senior Lead Financial Consultant – Utility Client  Senior Lead financial consultant for a large water utility company that was an early adopter for the CloudSuite Financial system. Worked with development and the client to test and evaluate the new program and verify that it met the needs of the client. Prepared documentation for testing and validating the system. Developed training material and provided training to the client		
<b>Years of Experience</b>	With this firm - 10 years at Infor Other firms (including company name and role) San Manuel Band of Mission Indians/Accounting Manager/7 years		
<b>Education Degree(s)/Specialization</b>	Biola University – Bachelors of Sciences in Accounting		
<b>Other Experience &amp; Qualifications relevant to the proposed project</b>	<b>Infor Applications</b> <ul style="list-style-type: none"> <li>• Global Ledger</li> <li>• Student Activities</li> <li>• Flex Budget</li> <li>• Asset Management</li> <li>• Project Invoicing</li> <li>• Reconciliation Mgmt</li> <li>• Add-ins for MS Office</li> </ul> <b>Other Non-Infor Applications</b> <ul style="list-style-type: none"> <li>• Microsoft Suite</li> </ul> <b>Methodologies &amp; Standards</b> <ul style="list-style-type: none"> <li>• Quickstep Methodology</li> </ul>	<ul style="list-style-type: none"> <li>• Payables</li> <li>• Invoice Matching</li> <li>• Cash Management</li> <li>• Receivables</li> <li>• Billing</li> <li>• Close Management</li> <li>• Infor Spreadsheet Designer</li> </ul> <ul style="list-style-type: none"> <li>• Infor Deployment Method</li> </ul>	

<b><i>Name and Role on Project</i></b>	<b>Roberta Klink</b> <b>Procurement Consultant</b>
<b><i>Previous Project Assignments and Role</i></b>	Procurement Lead Consultant – Large School District.  This role involved leading current state evaluations and visionary sessions for Infor Lawson, guiding the implementation with best practices for integration to each of the procurement applications, and managing resources, timelines & constraints. The implementation enabled and met the client goals to track and control material costs.
<b><i>Years of Experience</i></b>	With this firm - 18 years at Infor Other firms (including company name and role) Hershey Communications/Controller/12 years Pacific City/ Bank Operations/5 years General Electric – Large Steam Turbine/Computer Programmer/2 years
<b><i>Education Degree(s)/Specialization</i></b>	Bachelors of Science in Biology, State University of New York at Albany



<b>Other Experience &amp; Qualifications relevant to the proposed project</b>	<b>Infor Applications</b>	<ul style="list-style-type: none"> <li>• S3 Inventory Control</li> <li>• S3 Requisitions</li> <li>• S3 Requisition Center</li> <li>• S3 Purchase Order</li> <li>• Landmark Contract Management</li> <li>• Landmark Strategic Sourcing</li> <li>• Landmark Supplier Portal</li> <li>• S3 Accounts Receivable</li> <li>• S3 Billing</li> <li>• S3 Accounts Payable</li> <li>• S3 Cash Ledger</li> <li>• S3 Order Entry</li> <li>• S3 Invoice Matching</li> <li>• S3 Franchise Management</li> </ul>	<ul style="list-style-type: none"> <li>• S3 Sales Analysis</li> <li>• S3 Smart Reconciliation</li> <li>• Landmark Supplier Order Management</li> <li>• Lawson Spreadsheet Designer</li> <li>• S3 Attributes</li> <li>• Business Process Evaluation and Design</li> <li>• Document Imaging</li> <li>• Infor Lawson Add-ins for Microsoft</li> <li>• Conversions &amp; Interfaces</li> <li>• Upgrades</li> <li>• System Integration</li> </ul>
	<b>Other Non-Infor Applications</b>	<ul style="list-style-type: none"> <li>• Oracle</li> </ul>	
	<b>Hardware &amp; Operating Systems</b>	<ul style="list-style-type: none"> <li>• Windows</li> </ul>	<ul style="list-style-type: none"> <li>• IBM</li> </ul>
	<b>Programming Languages</b>	<ul style="list-style-type: none"> <li>• Cobol</li> </ul>	
	<b>Methodologies &amp; Standards</b>	<ul style="list-style-type: none"> <li>• Quickstep</li> <li>• Implementation Accelerator</li> </ul>	<ul style="list-style-type: none"> <li>• StepWise</li> </ul>

<b>Name and Role on Project</b>	<b>Joel Spenner</b> <b>Training Lead</b>
<b>Previous Project Assignments and Role</b>	Principal Training Project Manager – Healthcare Organization  As the Principal Training Project Manager and Development lead for the Infor Lawson ERP Implementation, Mr. Spenner conducted a corporate-wide skill and knowledge assessment and worked with the client and other consulting groups to develop strategy documents that included 28 role-based Infor Lawson training curriculums, 21 course and storyboard templates, 11 role and functional based core competencies, 19 computer based training courses with simulations, quick reference guides, hands-on exercises and multi-level assessments for each course for over 2,000 Lawson end users. Mr. Spenner also mentored the client team members to assume ownership of content maintenance, facilitate future training sessions, manage training environment data, and how to manage content in the Learning Management System used by the client. He also worked with to create a strategy to enroll end users for computer based courses, track attendance, train Super Users, and craft communications to users at more than 300 client locations. He created courses for Lawson Navigation, Master Data Basics, Master Data Creation and Maintenance along with reporting courses for Purchasing Operations and Inventory Operations. This training strategy and execution allowed CHS to seamlessly migrate to Infor Lawson and the training was recognized as a key component for the successful migration.
<b>Years of Experience</b>	With this firm - 2 years at Infor 20+ years of experience Other firms (including company name and role) GP Strategies/Principal End User Adoption Consultant/17 years
<b>Education Degree(s)/Specialization</b>	Master of Science, Education, Instructional/Curriculum Design, Southern Illinois University Bachelor of Science, Journalism, Southern Illinois University

<b><i>Other Experience &amp; Qualifications relevant to the proposed project</i></b>	Infor Applications	<ul style="list-style-type: none"> <li>• Lawson Procure to Pay Modules</li> </ul>	
	Other Non-Infor Applications	<ul style="list-style-type: none"> <li>• Oracle</li> </ul>	<ul style="list-style-type: none"> <li>• SAP</li> </ul>
	Training Development Tools	<ul style="list-style-type: none"> <li>• EPAK</li> <li>• Lawson Learning Accelerator</li> </ul>	<ul style="list-style-type: none"> <li>• ANCILE Info Pak</li> <li>• ANCILE uPerform</li> </ul>
	Methodologies & Standards	<ul style="list-style-type: none"> <li>• Project Management</li> </ul>	<ul style="list-style-type: none"> <li>• Instructional Design and Delivery</li> </ul>

<b>Name and Role on Project</b>	<b>Dave Roitman</b>  <b>Organizational Change Management Lead</b>	
<b>Previous Project Assignments and Role</b>	Change Management Lead – Manufacturing Company  Mr. Roitman served as change management lead for the blueprint phase. In this role, he led the analysis and prioritization of organizational impacts and improvements to existing OCM and communications plans, and provided coaching to the internal change management lead. His recommendations regarding impact priorities are currently being implemented.	
<b>Years of Experience</b>	With this firm - 2 years at Infor Other firms (including company name and role) 25+ years of experience GP Strategies/Principal OCM Consultant/15 years	
<b>Education Degree(s)/Specialization</b>	Ph.D. and M.A. Psychology, Michigan State University: Focus on organizational behavior and technological innovation	
<b>Other Experience &amp; Qualifications relevant to the proposed project</b>	<div>Strategic Alignment and Execution<ul style="list-style-type: none"><li>Aligning Executive Teams</li><li>Committing to Priorities</li><li>Developing Execution Strategies and Plans</li><li>Developing/Implementing Balanced Scorecards</li><li>Managing Ongoing Performance</li></ul></div> <div>Organizational Design<ul style="list-style-type: none"><li>Identifying Business Drivers</li><li>Deciding Optimal Structure</li><li>Designing Roles and Jobs</li><li>Developing Work Systems</li></ul></div> <div>Process Design and Improvement<ul style="list-style-type: none"><li>Creating a Process Vision</li><li>Developing Customer Focus</li><li>Mapping and Analyzing Processes</li><li>Transforming and Continuously Improving Business Processes</li></ul></div> <div>Leadership and Team Coaching<ul style="list-style-type: none"><li>Leading for Results</li><li>Developing Highly Effective Teams</li><li>Supporting Learning and Creativity</li><li>Changing Culture</li></ul></div>	

## g. Client References – Appendix G

**Infor Response:** Infor has completed Appendix G and it is included below.

### APPENDIX G – CLIENT REFERENCES

Please list three (3) references for ERP implementations that most closely reflect the scope of work as described in this RFP. Customer sites should be using the same major version of the software being proposed to the City, similar in scope and complexity, and geographically close the City if possible. At least three (3) of the references should be for sites at which the software has been *fully implemented* within the past 5 years.

The City prefers references for previous implementation of the same base version that will be proposed for the City (i.e. if the Vendor is proposing version 11.5, references for versions 11.0 thru 11.5 would be preferred).

REFERENCE #1	
<b>Project Name &amp; Location</b>	City of Santa Ana – Multi-phase On Premise Implementation Santa Ana, CA
<b>Completion Date</b> <i>(Original and Actual. If different, please explain cause)</i>	Original and Actual – September 2009
<b>Project Owners Name &amp; Address</b>	Milanka Radic 20 Civic Center Plaza Santa Ana, CA 92701  Jack Ciulla 20 Civic Center Plaza Santa Ana, CA 92701
<b>Project Owner's Contact Person, Title, Telephone number, and email address</b>	Milanka Radic Principal Programmer Analyst 714-647-5256 mradic@santa-ana.org  Jack Ciulla Chief Technology Innovations Officer 714-647-5381 jciulla@santa-ana.org
<b>Estimated Cost for Entire Project</b>	\$3.0M

<b>Estimated Cost for Work Which Firm was/is Responsible</b>	\$3,0M Infor Services
<b>Scope of Entire Project (Please give quantitative indications wherever possible)</b>	Multi-phase implementation including the following modules: Financials (General Ledger, Activities Management, Billing and Revenue, Billing, Grant Management, Accounts Receivable, Accounts Payable, Asset Management, Flexible Budgets, Cash Management), Procurement (Inventory, Requisitions, Warehouse Management, Purchase Orders, Matching, Requisition Self Service, Smart Reconciliation), LBI (Framework Services, Reporting Services, Smart Notes), ProcessFlow Integrator, and Design Studio.

REFERENCE #2	
<b>Project Name &amp; Location</b>	Elsinore Valley Municipal Water District – Implementation and Upgrade Projects Lake Elsinore, CA
<b>Completion Date (Original and Actual. If different, please explain cause)</b>	Original – See below Actual – See below (original and actual are the same)  2008 Go-Live for original ERP installation  July 1, 2017 Go-Live for Infor CloudSuite Financials & SCM v11x upgrade
<b>Project Owners Name &amp; Address</b>	Jim Ollerton 31315 Chaney Street Lake Elsinore, CA 92531
<b>Project Owner's Contact Person, Title, Telephone number, and email address</b>	Jim Ollerton Director of Information Technology 951-894-8705 ollerton@evmwd.net
<b>Estimated Cost for Entire Project</b>	Confidential to client

<b>Estimated Cost for Work Which Firm was/is Responsible</b>	Confidential to client  Infor Services
<b>Scope of Entire Project (Please give quantitative indications wherever possible)</b>	Infor Lawson Implementation and Upgrade to Infor CloudSuite Financials & Supply Management v11x (Finance, Supply Chain Management, Ming.le, Infor Process Automation, Infor BI), HCM & Payroll

REFERENCE #3	
<b>Project Name &amp; Location</b>	City of Greensboro - Implementation and Upgrade Projects City of Greensboro, NC
<b>Completion Date (Original and Actual. If different, please explain cause)</b>	Original – See below Actual – See below (original and actual are the same)  Phase 1 – Finance, SCM, Strategic Sourcing, Contracts Management, LBI – Live 2002 Phase 2 - Upgrade to v10 – Live 2015 Phase 3 – Analytics – Live 2016
<b>Project Owners Name &amp; Address</b>	Chryste Hofer 300 W Washington St Greensboro, NC 27401-2624
<b>Project Owner's Contact Person, Title, Telephone number, and email address</b>	Chryste Hofer Deputy CIO 336-373-4650 Chryste.hofer@greensboro-nc.gov
<b>Estimated Cost for Entire Project</b>	Phase 1 - \$600k Phase 2 - \$392k Phase 3 - \$99k

<b>Estimated Cost for Work</b> <b>Which Firm was/is</b> <b>Responsible</b>	Phase 1 - \$600k Phase 2 - \$392k Phase 3 - \$99k Infor Services
<b>Scope of Entire Project</b> <b>(Please give quantitative</b> <b>indications wherever</b> <b>possible)</b>	The City of Greensboro has been an Infor/Lawson customer since 2001. The City runs the full suite of Infor/Lawson applications as well as the Infor Enterprise Asset Management application. Greensboro has a population of 275,000 residents and approximately 4,200 employees. The City recently contracted with Infor to migrate their current on-premise deployment to the Infor Cloud – a single-tenant SaaS solution. As part of this transition, the City will take advantage of additional functionality within the Infor suite of applications including Infor Talent Management and Human Resource Service Delivery.

REFERENCE #4	
<b>Project Name &amp; Location</b>	Sweetwater Union School District Chula Vista, CA
<b>Completion Date</b> <b>(Original and Actual. If</b> <b>different, please explain</b> <b>cause</b>	Original January 2008 Actual Additional phases continue to 2009 Additional phases were planned, in addition to resource constraints on the SUSDS side
<b>Project Owners Name &amp; Address</b>	Kim Ruiz 1130 Fifth Avenue Chula Vista, CA 91911
<b>Project Owner's Contact</b> <b>Person, Title, Telephone</b> <b>number, and email address</b>	Kim Ruiz HRIS Project Manager 619-585-7939 <a href="mailto:Kim.ruiz@suhsd.k12.ca.us">Kim.ruiz@suhsd.k12.ca.us</a>
<b>Estimated Cost for Entire Project</b>	\$1.3M



<b>Estimated Cost for Work Which Firm was/is Responsible</b>	\$1.3M Infor Services
<b>Scope of Entire Project (Please give quantitative indications wherever possible)</b>	Implementing the Infor Lawson 9.0 HCM suite, excluding payroll.

REFERENCE #5	
<b>Project Name &amp; Location</b>	City of St. Paul – Implementation and CloudSuite Upgrade St. Paul, MN
<b>Completion Date (Original and Actual. If different, please explain cause)</b>	Original – See below Actual – See below (original and actual are the same)  Phase 1 – Finance, SCM, Strategic Sourcing, Contracts Management, LBI – Live 2014 Phase 2 – Human Capital Mgmt (HR/Payroll) – Live 2015 Phase 3 – Upgrade Finance and SCM to v11 planned Go-Live 2019
<b>Project Owners Name &amp; Address</b>	Joy Thao 15 W Kellogg Blvd St Paul, MN 55102
<b>Project Owner's Contact Person, Title, Telephone number, and email address</b>	Joy Thao Deputy Finance Director 651-266-8835 joy.thao@ci.stpaul.mn.us
<b>Estimated Cost for Entire Project</b>	Phase 1 & 2 - \$1.9 million
<b>Estimated Cost for Work Which Firm was/is Responsible</b>	Phase 1 & 2 - \$1.9 million Infor Services

<b>Scope of Entire Project</b> <b>(Please give quantitative</b> <b>indications wherever</b> <b>possible)</b>	<p>The City of St. Paul set out to replace a 25-year-old legacy system. The city chose Lawson Enterprise Financial Management, Supply Chain Management, Strategic Sourcing, Contract Management, Business Intelligence, Human Resource Management along with Lawson Smart Office. These applications will help the City improve service levels and reduce costs by helping to simplify and automate many business processes and give employees greater flexibility with self-service options for many typical human resource functions.</p> <p>St. Paul had a specific plan in mind for their technological goals:</p> <ul style="list-style-type: none"><li>• Create a single database that will be shared across departments.</li><li>• Chose a vendor that the City employees would embrace. It was paramount to have a system that was easy to use, yet powerful.</li><li>• Enable administrators to more accurately track spending against county budgets and streamline procurement processes.</li><li>• Automate formerly manual processes, which can ultimately help eliminate inaccuracies and save staff hours.</li><li>• Eliminating redundancies and paper waste.</li></ul>
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**h. Completed W-9 Form – Appendix H**

**Infor Response:** Infor has provided a W-9 on the following page.

# Request for Taxpayer Identification Number and Certification

Give Form to the  
requester. Do not  
send to the IRS.

Print or type  
See Specific Instructions on page 2.

<b>1</b> Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>INFOR PUBLIC SECTOR, INC. (f/k/a HANSEN INFORMATION TECHNOLOGIES, INC.)</b>		
<b>2</b> Business name/disregarded entity name, if different from above		
<b>3</b> Check appropriate box for federal tax classification; check only <b>one</b> of the following seven boxes: <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ <b>Note.</b> For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner. <input type="checkbox"/> Other (see instructions) ▶	<b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) <b>5</b> Exemption from FATCA reporting code (if any) <small>(Applies to accounts maintained outside the U.S.)</small>	
<b>5</b> Address (number, street, and apt. or suite no.) <b>13560 MORRIS ROAD, SUITE 4100</b>	Requester's name and address (optional)	
<b>6</b> City, state, and ZIP code <b>ALPHARETTA GA 30004</b>		
<b>7</b> List account number(s) here (optional)		

## Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

**Note.** If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.


<b>Social security number</b>								
			-			-		
<b>or</b>								
<b>Employer identification number</b>								
9	4	-	2	9	1	3	6	4
								2

## Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

<b>Sign Here</b>	Signature of U.S. person ▶ 	Date ▶ <b>1/10/17</b>
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## General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at [www.irs.gov/fw9](http://www.irs.gov/fw9).

## Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)

- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding?* on page 2.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.

### i. Key Outside Consultants – Appendix I

**Infor Response:** Infor has completed Appendix I and it is included below.

#### APPENDIX I – KEY OUTSIDE CONSULTANTS

Each vendor must complete this form for all proposed subcontractors. If no subcontractors are proposed, then this form does not have to be submitted.

SUBCONTRACTOR #1	
<b>Name &amp; Address</b>	PCI LLC 4899 W. Waters Ave. Suite A Tampa, Florida 33634
<b>Specialty / Role with this Project</b>	PCI provides cashiering software.
<b>Worked with Lead Firm Before (including scope and role)</b>	Yes. Infor and PCI have collaborated on Infor CloudSuite Public Sector (and formerly Lawson solutions) solution implementations for approximately 15 years.
<b>Year Firm Established</b>	1992

<b><i>Years of Experience providing software services</i></b>	PCI is a robust software system and an established company with client partners all over the United States and the Country of Bermuda. For more than 20 years, PCI has been delivering top quality customer service with a system that works. That is something that we are very proud of and continue to improve on daily with advances into our product for the future.
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SUBCONTRACTOR #2	
<b>Name &amp; Address</b>	MHC Software, Inc.
<b>Specialty / Role with this Project</b>	Document imaging & attachments; Production of customer-specific forms (checks, purchase orders, invoice, W-2, paystubs, etc.)
<b>Worked with Lead Firm Before (including scope and role)</b>	Yes. Infor and MHC have collaborated on Infor CloudSuite Public Sector solution implementations since 1994.
<b>Year Firm Established</b>	1997
<b>Years of Experience providing software services</b>	Approximately 20 years

**j. Vendor's Standard Software License Agreement – Appendix I**

Vendors shall provide a copy of its Standard Software Licensing Agreement.

**Infor Response:** Infor has provided a copy of our standard software licensing agreement, and it can be found on the following page.





## SUBSCRIPTION LICENSE AND SERVICES AGREEMENT

AGREEMENT NUMBER: \_\_\_\_\_

THIS SUBSCRIPTION LICENSE AND SERVICES AGREEMENT (the “Agreement”) is between **Infor (US), Inc.** (“Infor”) and \_\_\_\_\_ (“Licensee”) as of the Effective Date. The parties agree as follows:

### 1. Definitions.

(a) “**Affiliate**” means any entity, directly or indirectly, controlling, controlled by, or under common control with, Infor.

(b) “**Authorized Users**” means: (i) Licensee’s employees; and (ii) contractors authorized by Licensee to access the Subscription Software who, prior to obtaining access to the Subscription Software, have executed a non-disclosure agreement that protects Infor’s Confidential Information to the same extent as this Agreement, in each case registered in the database with a unique UserID and a unique password.

(c) “**Confidential Information**” means non-public information that is identified as or would be reasonably understood to be confidential and/or proprietary. Confidential Information of Infor includes, without limitation, the Documentation and the Subscription Software, including any software code and all algorithms, methods, techniques, and processes revealed or utilized therein. Confidential Information of Licensee includes Licensee Data. Confidential Information does not include information that: (i) is or becomes known to the public without fault or breach of the Recipient; (ii) the Discloser regularly discloses to third parties without restriction on disclosure; (iii) the Recipient obtains from a third party without restriction on disclosure and without breach of a non-disclosure obligation known to Recipient; or (iv) is independently developed by the Recipient without use of Confidential Information.

(d) “**Customizations**” means any components deployed in the hosted environment for the Subscription Software other than the generally available Subscription Software or components that Licensee may deploy via the standard user interface or tools included in the generally available Subscription Software. Customizations may include, without limitation, code, databases or third party extensions that are not included in the generally available Subscription Software.

(e) “**Discloser**” means the party providing Confidential Information to the Recipient.

(f) “**Documentation**” means the then-current Infor-provided documentation relating to the features, functions, and use of the Subscription Software.

(g) “**Documented Defect**” means a material deviation between the then-current, general release version of the Subscription Software and its Documentation.

(h) “**Effective Date**” means the date identified on the signature page of this Agreement as the Effective Date.

(i) “**Initial Subscription Term**” means the initial subscription period set forth on the applicable Order Form.

(j) “**Intellectual Property Rights**” means any and all rights in patents, copyrights, trademarks and service marks.

(k) “**Licensee Data**” means information provided, entered or uploaded for use by or with the Subscription Software by the Licensee or its Authorized Users.

(l) “**License Restriction**” means any limitation on the use of the Subscription Software identified in an Order Form (e.g., number of Authorized Users, locations, connections).

(m) “**Order Form**” means each order form between the parties incorporating the terms of this Agreement which shall contain, without limitation, a list of the Subscription Software and associated quantity and License Restriction, a description of the Subscription Services, Subscription Fees, and payment terms.

(n) “**Personal Information**” means information provided to Infor by or at the direction of Licensee, or to which access was provided to Infor in the course of Infor’s performance under this Agreement that: (i) identifies or can be used to identify an individual (including, without limitation, names, signatures, addresses, telephone numbers, e-mail addresses and other unique identifiers); or (ii) can be used to authenticate an individual (including, without limitation, employee identification numbers, government-issued identification numbers, passwords or PINs, financial account numbers, credit report information, biometric or health data, answers to security questions and other personal identifiers). Personal Information shall include any non-public personal information regarding any individual that is subject to applicable national, state, regional, and/or local laws and regulations governing the privacy, security, confidentiality and protection of non-public personal information.

(o) “**Recipient**” means the party receiving Confidential Information of the Discloser.

(p) “**Renewal Term**” means any renewal or extension of Licensee’s license to use the Subscription Software following the expiration of the Initial Subscription Term.

(q) “**Residual Knowledge**” shall mean ideas, concepts, know-how or techniques related to the Discloser’s technology and Confidential Information that are retained in the unaided memories of the Recipient who had rightful access to Confidential Information.

(r) “**Service Level Description**” means the Service Level Description document applicable to the Subscription Services and attached as an exhibit to an Order Form.

(s) “**Subscription Fees**” means the fees for the Subscription Services set forth on the applicable Order Form.

(t) “**Subscription Services**” means the Subscription Software-related application hosting services and Support (as defined in Section 3(b)) that Infor provides Licensee under this Agreement.

(u) “**Subscription Software**” means collectively or individually the computer software programs identified in the applicable Order Form for which Infor is providing the Subscription Services.

(v) “**Subscription Term**” means the Initial Subscription Term or any Renewal Term, as applicable.

(w) “**Third Party Licensor**” means a third party whose software products (“**Third Party Products**”) have been made available to Infor for distribution and licensing under the terms of its agreement with Infor (a “**Third Party Agreement**”).

(x) “**Updates**” means generally available updates, enhancements or modifications to the then-current, general release version of the Subscription Software that are not separately priced or licensed as new products.

(y) “**UserID**” means a unique user identification credential used in combination with a unique password to access the Subscription Services.

**2. License.** Subject to the terms and conditions of this Agreement and the applicable Order Form, Infor hereby grants to Licensee a non-exclusive, non-transferable, limited license (without the right to sublease or sublicense) to access and use the Subscription Software and the Subscription Services, during the Subscription Term, in an operating environment hosted by Infor, for Licensee’s own internal use. Any rights not expressly granted in this Agreement are expressly reserved.

(a) **Documentation.** Licensee may make a reasonable number of copies of the Documentation for the Subscription Software for its internal use in accordance with the terms of this Agreement.

(b) **License Restriction.** Licensee’s use of the Subscription Software and Subscription Services is subject to any License Restriction specified in the applicable Order Form.

(c) **Additional Restrictions on Use of the Subscription Software and Subscription Services.** In no event shall Licensee access the Subscription Software on any environment outside the hosted environment selected by Infor as part of the Subscription Services. In no event shall Licensee or its Authorized Users possess or control the Subscription Software or any related software code. Licensee is prohibited from causing or permitting the reverse engineering, disassembly or de-compilation of the Subscription Software. Except as expressly provided by this Agreement, Licensee is prohibited from using the Subscription Software to provide service bureau services to third parties. Licensee will not allow the Subscription Software to be used by, or disclose all or any part of the Subscription Software to, any person except Authorized Users. Licensee acknowledges and agrees that U.S. export control laws and other applicable export and import laws govern its use of the Subscription Software and Licensee will neither export or re-export, directly or indirectly, the Subscription Software, nor any direct product thereof in violation of such laws, or use the Subscription Software for any purpose prohibited by such laws.

(d) **Intellectual Property Rights Notices.** Licensee is prohibited from removing or altering any of the Intellectual Property Rights notice(s) embedded in the Subscription Software or that Infor otherwise provides with the Subscription Services. Licensee must

reproduce the unaltered Intellectual Property Rights notice(s) in any full or partial copies that Licensee makes of the Documentation.

(e) **Ownership.** Use of the Subscription Software and Subscription Services does not grant any ownership rights in or to the Subscription Software, the Subscription Services, or the Documentation. Licensee Data shall be the sole property of Licensee; however, Infor may aggregate anonymous statistical data regarding use and functioning of its system by its various licensees, and all such data (none of which shall be considered Licensee Data), will be the sole property of Infor.

### **3. Subscription Services.**

(a) **Hosted Environment.** Infor will provide the application hosting environment, including the hardware, equipment, and systems software configuration on which Infor supports use of the Subscription Software and Subscription Services, on servers located at a facility selected by Infor.

(b) **Support.** Infor shall (a) provide Licensee with access (via the internet, telephone or other means established by Infor) to Infor’s support helpline, (b) install, when and if generally available, Updates; and (c) use reasonable efforts to correct or circumvent any material deviation between the then-current, general release version of the Subscription Software and its Documentation (the foregoing referred to collectively as “Support”). Support is included in the Subscription Fee.

(c) **User Accounts.** Licensee is responsible for maintaining its own Authorized User UserIDs and passwords which can be managed through the Subscription Software interface. Licensee is responsible for maintaining the confidentiality of Licensee’s UserIDs and passwords and shall cause its Authorized Users to maintain the confidentiality of their UserIDs and Passwords. Licensee is responsible for all uses of and activities undertaken with UserIDs registered on Licensee’s account. Licensee agrees to immediately notify Infor of any unauthorized use of Licensee’s UserIDs of which Licensee becomes aware.

(d) **Connectivity.** Infor will be responsible for maintaining connectivity from its network to the Internet which is capable of servicing the relevant Internet traffic to and from the hosted environment. Licensee is responsible for providing connectivity to the Internet for itself and its Authorized Users. Licensee shall also be responsible for ensuring that latency and available bandwidth from the user’s desktop to Infor’s hosted routers is adequate to meet Licensee’s desired level of performance. If Licensee requires a VPN or private network connection to the Subscription Services, Licensee is responsible for all costs associated with any specialized network connectivity required by Licensee.

(e) **Restrictions.** Infor shall have no obligation to correct a problem caused by Licensee’s negligence, Licensee’s equipment malfunction or other causes beyond the control of Infor.

(f) **Customizations.** Customizations are not permitted absent Infor’s prior written consent. If permitted, Customizations may only be created and deployed by Infor, and shall be documented in a separate agreement between Infor and Licensee. Support or other services for Customizations are not available under this Agreement or included as part of the Subscription Fees and may only be purchased pursuant to a separate agreement between Infor and Licensee.

#### **4. Payment and Taxes.**

(a) **Payment.** Licensee shall pay Infor the Subscription Fees set forth on the Order Form. Subscription Fees are payable in advance and Infor will invoice Licensee for Subscription Fees prior to the commencement of the portion of the Subscription Term to which such fees apply. After the Initial Subscription Term, the Subscription Fees shall be subject to annual adjustment. Except as otherwise set forth in this Agreement, Subscription Fees are non-refundable. Licensee will pay each Infor invoice in accordance with the payment terms set forth on the Order Form. Late payments are subject to a late charge equal to the lesser of: (i) one and one-half percent (1½%) per month; and (ii) the highest rate permitted by applicable law. Notwithstanding anything to the contrary in this Agreement, Infor reserves the right to suspend access to the Subscription Services in the event of any past due Subscription Fees.

(b) **Taxes.** Licensee is responsible for paying all taxes relating to this Agreement (except for taxes based on Infor's net income or capital stock). Applicable tax amounts (if any) are not included in the Subscription Fees set forth on any Order Form. Infor will invoice Licensee for applicable tax amounts and such invoices are payable in accordance with Section 4(a) and the Order Form.

#### **5. Limited Warranties, Disclaimer of Warranties, and Remedies.**

(a) **Right to Grant License.** Infor warrants that that it owns all right, title and interest in and to the Subscription Software or has obtained rights in such Subscription Software sufficient to grant the licenses granted to Licensee under this Agreement. Licensee's exclusive remedy, and Infor's exclusive obligation, for a breach of this warranty is set forth in Section 7 (Indemnity).

(b) **Limited Subscription Software Warranty by Infor and Remedy For Breach.** Infor warrants that the Subscription Software licensed to Licensee will operate without a Documented Defect for a period of ninety (90) days from the applicable Subscription Service Ready Date or Order Form Date defined in the applicable Order Form and as applicable to such Order Form. Infor's sole obligation with respect to a breach of the foregoing warranty shall be to repair or replace the Subscription Software giving rise to the breach of warranty. If Infor is unable to repair or replace such Subscription Software within a reasonable period of time, then, subject to the limitations set forth in Section 14 of this Agreement, Licensee may pursue its remedies at law to recover direct damages resulting from the breach of this warranty. The remedies in this Section 5(b) are exclusive and in lieu of all other remedies, and represent Infor's sole obligations, for a breach of the foregoing warranty. Licensee must provide notice to Infor of any warranty claim within the warranty period. For clarity, Licensee's entitlement to Support (as defined in Section 3(b)) in connection with any Documented Defect shall continue throughout the Subscription Term.

(c) **Malicious Code.** Infor represents that it has used commercially reasonable best efforts utilizing generally accepted industry tools and practices to provide Subscription Software that does not contain any "time bombs," "worms," "viruses," "Trojan horses," "protect codes," "data destruct keys," or other programming devices that are intended to access, modify, delete, damage, deactivate or disable the Subscription Services ("Malicious Code"). As Licensee's sole remedy for breach of this representation, Infor shall take action immediately to investigate, identify and remove such Malicious Code from the Subscription Software.

(d) **Limited Services Warranty and Remedy For Breach.** Infor warrants to Licensee that, Infor will render the Subscription Services with commercially reasonable care and skill. Infor further warrants that the hosted environment will be available at all times throughout

the Subscription Term, subject to the exceptions and allowances described in the Availability section of the applicable Service Level Description. The level of unavailability shall not exceed one half of one percent (0.5%) per month, excluding Scheduled Maintenance as described in the applicable Service Level Description (the "Down Time Warranty"). In the event of a breach of the foregoing warranty Infor shall apply service level credits based on the actual availability measure for the applicable period as follows:

<b><u>Availability</u></b>	<b><u>Service Level Credit</u></b>
99.500% or greater	No Service Level Credit
99.499% - 99.000%	5% of the monthly prorated subscription fee
98.999% - 98.500%	15% of the monthly prorated subscription fee
98.499% - 95.000%	25% of the monthly prorated subscription fee
Below 95.000%	35% of the monthly prorated subscription fee

Service level credits for Subscription Fees paid on an annual basis shall be based on a monthly equivalent fee. For example, a 5% service level credit on an annual subscription fee shall be 5% of 1/12 of the annual fee. Service level credits shall be applied to Licensee's next invoice or, if Licensee has paid the final invoice under this Agreement, service level credits shall be paid to Licensee within thirty (30) calendar days following the determination that the credit is due. The service level credit is the exclusive remedy and is in lieu of all other remedies for breach of the Down Time Warranty.

(e) **Disclaimer of Warranties.** The limited warranties in this Section 5 are made to Licensee exclusively and are in lieu of all other warranties. **INFOR MAKES NO OTHER WARRANTIES WHATSOEVER, EXPRESS OR IMPLIED, WITH REGARD TO THE SUBSCRIPTION SOFTWARE AND SUBSCRIPTION SERVICES PROVIDED UNDER THIS AGREEMENT AND/OR ANY ORDER FORM, IN WHOLE OR IN PART. INFOR EXPLICITLY DISCLAIMS ALL WARRANTIES OF MERCHANTABILITY AND OF FITNESS FOR A PARTICULAR PURPOSE. INFOR EXPRESSLY DOES NOT WARRANT THAT THE SUBSCRIPTION SOFTWARE OR SUBSCRIPTION SERVICES, IN WHOLE OR IN PART, WILL BE ERROR FREE, OPERATE WITHOUT INTERRUPTION OR MEET LICENSEE'S REQUIREMENTS.**

(f) **Abrogation of Limited Warranty.** Infor will have no obligation under this Section 5 to the extent that any alleged breach of warranty is caused by any modification of the Subscription Software not performed by or on behalf of Infor. To the extent that an alleged breach of warranty concerns a Third Party Product that is subject to a more limited warranty under a Third Party Agreement than specified in Section 5 above, Infor's obligations hereunder will be further limited accordingly.

(g) **FAILURE OF ESSENTIAL PURPOSE. THE PARTIES HAVE AGREED THAT THE LIMITATIONS SPECIFIED IN SECTIONS 5 AND 14 WILL SURVIVE AND APPLY EVEN IF ANY REMEDY SPECIFIED IN THIS AGREEMENT IS FOUND TO HAVE FAILED OF ITS ESSENTIAL PURPOSE, AND REGARDLESS OF WHETHER LICENSEE HAS**

**ACCEPTED ANY SUBSCRIPTION SOFTWARE OR SUBSCRIPTION SERVICE UNDER THIS AGREEMENT.**

**(h) HIGH RISK ACTIVITIES. THE SUBSCRIPTION SOFTWARE IS NOT FAULT-TOLERANT AND IS NOT DESIGNED, MANUFACTURED OR INTENDED FOR USE AS ON-LINE CONTROL EQUIPMENT IN HAZARDOUS ENVIRONMENTS REQUIRING FAIL-SAFE PERFORMANCE, SUCH AS IN THE OPERATION OF NUCLEAR FACILITIES, AIRCRAFT NAVIGATION OR AIRCRAFT COMMUNICATION SYSTEMS, MASS TRANSIT, AIR TRAFFIC CONTROL, DIRECT LIFE SUPPORT MACHINES, OR WEAPONS SYSTEMS, IN WHICH THE FAILURE OF THE SUBSCRIPTION SOFTWARE COULD LEAD DIRECTLY TO DEATH, PERSONAL INJURY, OR SEVERE PHYSICAL OR ENVIRONMENTAL DAMAGE ("HIGH RISK ACTIVITIES"). ACCORDINGLY, INFOR DISCLAIMS ANY EXPRESS OR IMPLIED WARRANTY OF FITNESS FOR HIGH RISK ACTIVITIES. LICENSEE AGREES THAT INFOR SHALL NOT BE LIABLE FOR ANY CLAIMS OR DAMAGES ARISING FROM OR RELATED TO THE USE OF THE SUBSCRIPTION SOFTWARE IN SUCH APPLICATIONS.**

**6. Confidential Information.**

(a) Confidentiality. The Confidential Information disclosed under this Agreement may be used, disclosed or reproduced only to the extent necessary to further and fulfill the purposes of this Agreement. Except as otherwise permitted under this Agreement, the Recipient will not knowingly disclose to any third party, or make any use of the Discloser's Confidential Information. The Recipient will use at least the same standard of care to maintain the confidentiality of the Discloser's Confidential Information that it uses to maintain the confidentiality of its own Confidential Information, but in no event less than reasonable care. The non-disclosure and non-use obligations of this Agreement will remain in full force with respect to each item of Confidential Information for a period of ten (10) years after Recipient's receipt of that item; provided, however, that Licensee's obligations to maintain the Subscription Software and Documentation as confidential will survive in perpetuity. Each of Licensee and Infor shall be responsible for the breach of the confidentiality terms contained in this Section 6 by any of its directors, officers, employees, Authorized Users, agents, accountants and advisors. Notwithstanding the foregoing, this Section is not intended to prevent (a) a Recipient from using Residual Knowledge, subject to any Intellectual Property Rights of the Discloser, or (b) Infor from using aggregated data regarding the use of the Subscription Services to provide reports or analytics to Licensee or to improve the performance of Infor's products, provided such data does not contain any Personal Information regarding Licensee, its employees, customers or Authorized Users. If the Recipient should receive any legal request or process in any form seeking disclosure of Discloser's Confidential Information, or if the Recipient should be advised by counsel of any obligation to disclose such Confidential Information, the Recipient shall (if allowed by law) provide the Discloser with prompt notice of such request or advice so that the Discloser may seek a protective order or pursue other appropriate assurance of the confidential treatment of the Confidential Information. Regardless of whether or not a protective order or other assurance is obtained, the Recipient shall furnish only that portion of the Discloser's Confidential Information which is legally required to be furnished and to use reasonable efforts to assure that the information is maintained in confidence by the party to whom it is furnished.

(b) Security Policies and Safeguards. Infor shall establish and maintain administrative, technical, and physical safeguards designed to protect against the destruction, loss, unauthorized access or alteration of Licensee Data and Personal Information in the possession or under the control of Infor or to which Infor has access, which are: (i) no less rigorous than those maintained by Infor for its own information of a similar nature; (ii) no less rigorous than generally accepted industry standards; and (iii) required by applicable laws. The security procedures and safeguards implemented and maintained by Infor pursuant to this Section 6(b) shall include, without limitation:

- (i) User identification and access controls designed to limit access to Licensee's Data to authorized users;
- (ii) the use of appropriate procedures and technical controls regulating data entering Infor's network from any external source;
- (iii) the use of encryption techniques when Licensee's Data is transmitted or transferred into or out of the hosted environment;
- (iv) physical security measures, including without limitation securing Licensee's Data within a secure facility where only authorized personnel and agents will have physical access to Licensee Data;
- (v) operational measures, including without limitation IT Service Management (ITSM) processes designed to ensure the correct and secure operations of information processing activities;
- (v) periodic employee training regarding the security programs referenced in this Section; and
- (vi) periodic testing of the systems and procedures outlined in this Section.

(c) Review of Controls. Once in each 12 month period during the Subscription Term, Infor shall, at its cost and expense, engage a duly qualified independent auditor to conduct a review of the design and operating effectiveness of Infor's defined control objectives and control activities in connection with the Subscription Services. Infor shall cause such auditor to prepare a report in accordance with the American Institute of Certified Public Accountants Statement on Standards for Attestation Engagements No. 16 (SSAE 16) or an equivalent standard, which may include ISAE 3402 (the "Audit Report"). Licensee shall have the right to request and receive a copy of the Audit Report and Licensee may share a copy of such Audit Report with its auditors and regulators, provided that, such Audit Report shall be Infor's Confidential Information (as defined in this Agreement).

(d) Security Incident Response. In the event that Infor becomes aware that the security of any Licensee Data or Personal Information has been compromised, or that such Licensee Data or Personal Information has been or is reasonably expected to be subject to a use or disclosure not authorized by this Agreement (an "Information Security Incident"), Infor shall: (i) promptly (and in any event within 24 hours of becoming aware of such Information Security Incident), notify Licensee, in writing, of the occurrence of such Information Security Incident; (ii) investigate such Information Security Incident and conduct a reasonable analysis of the cause(s) of such Information Security Incident; (iii) provide periodic updates of any ongoing investigation to Licensee; (iv) develop and implement an appropriate plan to remediate the cause of such Information Security Incident to the extent such cause is within Infor's control; and (v) cooperate with Licensee's reasonable investigation or Licensee's efforts to comply

with any notification or other regulatory requirements applicable to such Information Security Incident.

**7. Indemnity by Infor.** Infor will defend, indemnify and hold Licensee harmless from and against any loss, cost and expense to the extent arising from a third party claim against Licensee that the Subscription Software infringes any Intellectual Property Rights of others. Infor's obligations under this indemnification are expressly conditioned on the following: (i) Licensee must promptly notify Infor of any such claim; (ii) Licensee must, in writing, grant Infor sole control of the defense of any such claim and of all negotiations for its settlement or compromise so long as such settlement or compromise does not result in payment of money by Licensee or an admission of guilt by Licensee (if Licensee chooses to represent its own interests in any such action, Licensee may do so at its own expense, but such representation must not prejudice Infor's right to control the defense of the claim and negotiate its settlement or compromise); (iii) Licensee must reasonably cooperate with Infor to facilitate the settlement or defense of the claim. Infor will not have any liability hereunder to the extent the claim arises from (a) any modification of the Subscription Software by, on behalf of, or at the request of Licensee; or (b) the use or combination of the Subscription Software with any computer, computer platform, operating system and/or data base management system other than provided by Infor. If any Subscription Software is, or in Infor's opinion is likely to become, the subject of an Intellectual Property Rights infringement claim, then Infor, at its sole option and expense, will either: (A) obtain for Licensee the right to continue using the Subscription Software under the terms of this Agreement; (B) replace the Subscription Software with products that are substantially equivalent in function, or modify the Subscription Software so that it becomes non-infringing and substantially equivalent in function; or (C) refund to Licensee the un-used portion of the Subscription Services fee, if any, paid to Infor for the Subscription Software giving rise to the infringement claim, and discontinue Licensee's use of such Subscription Software. **THE FOREGOING SETS FORTH INFOR'S EXCLUSIVE OBLIGATION AND LIABILITY WITH RESPECT TO INFRINGEMENT OF INTELLECTUAL PROPERTY RIGHTS.**

**8. Term and Termination.**

(a) Term. With respect to the Subscription Software, the Initial Subscription Term shall be as set forth on the applicable Order Form. After the Initial Subscription Term, the Subscription Term shall automatically renew for successive one-year Renewal Terms, unless either party provides written notice of non-renewal to the other party at least ninety (90) days prior to expiration of the Initial Subscription Term or then current Renewal Term, as the case may be. Except as set forth in Section 8(b), the Subscription Term cannot be terminated prior to its expiration date.

(b) Right of Termination. If either party breaches any material obligation in this Agreement or an Order Form (including, without limitation, any obligation to pay Subscription Fees), and fails to remedy such breach (if such breach can be remedied) within thirty (30) days of receipt of written notice of such breach, the other party may terminate this Agreement (including all Order Forms hereunder). Notwithstanding the foregoing, to the extent such material breach cannot be remedied through efforts of the breaching party, the other party has the right to terminate this Agreement (including all Order Forms hereunder) on less than thirty days' written notice.

(c) Effect of Termination. Upon termination of this Agreement by either party, Licensee's license to access and use the Subscription Software and Subscription Services shall immediately terminate as of the effective date of such termination. Termination of this

Agreement will not release either party from making payments which may be owing to the other party under the terms of this Agreement through the effective date of such termination. Termination of this Agreement will be without prejudice to the terminating party's other rights and remedies pursuant to this Agreement, unless otherwise expressly stated herein.

(d) Return of Licensee Data. Upon termination or expiration of this Agreement, Infor shall promptly make all Licensee Data available to Licensee as a native database export provided through Infor's FTP server. In the event that Licensee requires the return of Licensee Data in an alternate format or requires any other termination assistance services, Infor and Licensee shall mutually agree upon the scope of such termination assistance services and the fees and expenses payable for such termination assistance services.

(e) Survival of Obligations. All obligations relating to non-use and non-disclosure of Confidential Information, limitation of liability, and such other terms which by their nature survive termination, will survive termination or expiration of this Agreement.

**9. Notices.** All notices and other communications required or permitted under this Agreement must be in writing and will be deemed given when: delivered personally; sent by registered or certified mail, return receipt requested; transmitted by facsimile confirmed by first class mail; or sent by overnight courier. Notices must be sent to a party at its address shown on the signature page of this Agreement, or to such other place as the party may subsequently designate for its receipt of notices in accordance with this Section. Licensee must promptly send copies of any notice of material breach and/or termination of the Agreement to Infor, Attention: General Counsel, 40 General Warren Blvd Suite # 110, Malvern, PA 19355, USA, FAX number 678-319-8949, or to such other place as Infor may subsequently designate for its receipt of notices.

**10. Force Majeure.** Except with respect to the payment of fees hereunder, neither party will be liable to the other for any failure or delay in performance under this Agreement due to circumstances beyond its reasonable control, including, without limitation, Acts of God, war, terrorist acts, accident, labor disruption, acts, omissions and defaults of third parties and official, governmental and judicial action not the fault of the party failing or delaying in performance, or the threat of any of the foregoing.

**11. Assignment.** Licensee may not assign or transfer any of its rights or obligations under this Agreement without the prior written consent of Infor, whether by operation of law or otherwise, including in connection with a change in control, merger, acquisition, consolidation, asset sale or other reorganization, and any attempt at such assignment or transfer will be void.

**12. No Waiver.** A party's failure to enforce its rights with respect to any single or continuing breach of this Agreement will not act as a waiver of the right of that party to later enforce any such rights or to enforce any other or any subsequent breach.

**13. Choice of Law; Severability.** This Agreement shall be governed by and interpreted in accordance with the laws of the State of New York, without application of any conflict of laws provisions thereof, and all claims relating to or arising out of this Agreement, or the breach thereof, whether sounding in contract, tort or otherwise, shall likewise be governed by the laws of the State of New York, without application of any conflict of laws provisions thereof. This Agreement is originally written in the English language and the English language version shall control over any translations. If any provision of this Agreement is illegal or unenforceable, it will be deemed stricken from the Agreement and the remaining provisions

of the Agreement will remain in full force and effect. The United Nations Convention on the International Sale of Goods (CISG) shall not apply to the interpretation or enforcement of this Agreement.

#### **14. LIMITATIONS OF LIABILITY.**

(a) **LIMITED LIABILITY OF INFOR. EXCEPT WITH RESPECT TO INTELLECTUAL PROPERTY INDEMNIFICATION OBLIGATIONS UNDER SECTION 7, THE TOTAL LIABILITY OF INFOR, ITS AFFILIATES AND THIRD PARTY LICENSORS IN CONNECTION WITH OR RELATED TO THE SUBSCRIPTION SOFTWARE, THE SUBSCRIPTION SERVICES, OR ANY OTHER MATTER RELATING TO THIS AGREEMENT (WHATEVER THE BASIS FOR THE CAUSE OF ACTION) WILL NOT EXCEED THE SUBSCRIPTION FEES PAID OR PAYABLE TO INFOR HEREUNDER FOR THE TWELVE-MONTH PERIOD IN WHICH SUCH LIABILITY FIRST AROSE.**

(b) **EXCLUSION OF DAMAGES.** IN NO EVENT WILL INFOR, ITS AFFILIATES OR THIRD PARTY LICENSORS BE LIABLE FOR ANY SPECIAL, PUNITIVE, INCIDENTAL, INDIRECT OR CONSEQUENTIAL DAMAGES OR DAMAGES FOR LOST PROFITS, WHETHER BASED ON BREACH OF CONTRACT, TORT (INCLUDING NEGLIGENCE), PRODUCT LIABILITY, OR OTHERWISE, AND REGARDLESS OF WHETHER INFOR HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES OR WHETHER ANY REMEDY SET FORTH HEREIN FAILS OF ITS ESSENTIAL PURPOSE.

**15. Audit Rights.** Infor (including any third party auditor retained by Infor) may audit the records and systems of Licensee to ensure compliance with the terms of this Agreement and each applicable Order Form. Infor will notify Licensee in writing at least ten (10) business days prior to any such audit. Any such audit will be conducted during regular business hours and will not interfere

unreasonably with Licensee's business activities. Infor may audit Licensee no more than once in any twelve (12) month period. If an audit reveals that Licensee is using the Subscription Software or Subscription Services beyond the scope of the license granted herein (for example, in excess of the License Restriction), then, in addition to any other remedies available to Infor, Licensee will promptly pay Infor the underpaid Subscription Fees associated therewith based on Infor's then-current list rates, as well as any applicable late charges.

**16. Compliance with Laws.** Licensee will comply with all laws, rules and regulations applicable to the use of the Subscription Software and the Subscription Services including, without limitation, by not submitting any Licensee Data that is illegal, defamatory, or that infringes any third party proprietary rights.

**17. Entire Agreement.** This Agreement contains the entire understanding of the parties with respect to its subject matter, and supersedes and extinguishes all prior oral and written communications between the parties about its subject matter. Any purchase order or similar document, which may be issued by Licensee in connection with this Agreement, does not modify, supplement or add terms to this Agreement. No modification of this Agreement will be effective unless it is in writing, is signed by each party, and expressly provides that it amends this Agreement. This Agreement and any signed agreement or instrument entered into in connection herewith or contemplated hereby, and any amendments hereto or thereto, to the extent signed and delivered by means of digital imaging, electronic mail or a facsimile machine, shall be treated in all manner and respects as an original agreement or instrument and shall be considered to have the same binding legal effect as if it were the original signed version thereof delivered in person. This Agreement and all Order Forms may be signed in counterparts.

[Signature Page Follows]

THE PARTIES have executed this Subscription License and Services Agreement through the signatures of their respective authorized representatives.

Effective Date: \_\_\_\_\_

**Infor (US), Inc.**

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Address: \_\_\_\_\_

Signature Date: \_\_\_\_\_

**Licensee:** \_\_\_\_\_

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Address: \_\_\_\_\_

Signature Date: \_\_\_\_\_

**k. Vendor's Standard Support/Maintenance Agreement – Appendix J**

Vendors shall provide a copy of its Standard Support/Maintenance Agreement

**Infor Response:** Infor has provided a copy of our standard support/maintenance agreement, and it can be found on the following page.





## SOFTWARE SUPPORT AGREEMENT

### AGREEMENT NUMBER:

**THIS SOFTWARE SUPPORT AGREEMENT** (the "Support Agreement") is made between \_\_\_\_\_ ("Infor") and \_\_\_\_\_ ("Licensee") as of the Effective Date. The parties agree as follows:

**1. Incorporation By Reference.** Sections 1 (Definitions), 7 (Confidential Information), 10 through 14 (Notices, Force Majeure, Assignment, No Waiver and Choice of Law; Severability, respectively), and 16 through 18 (Compliance with Laws, Audit Rights and Miscellaneous, respectively) of the License Agreement are incorporated into this Support Agreement by this reference as fully as if written out below. If any provision incorporated by reference from the License Agreement conflicts with any provision of this Support Agreement, the provision of this Support Agreement will control.

### **2. Additional Definitions.**

(a) "**Contract Period**" means, as applicable, the Initial Term or the Renewal Period for which Licensee has paid the applicable fee for Support.

(b) "**Initial Term**" means, with respect to the Component Systems specified in an Order Form, the twelve-month period beginning on the Order Form Date, unless otherwise specified in the Order Form.

(c) "**Renewal Period**" means, as applicable, each successive twelve-month period following the Initial Term.

(d) "**License Agreement**" means the Software License Agreement entered into between the parties as of the Effective Date.

### **3. Services.**

(a) **Types of Services.** Subject to Licensee paying the applicable fee for Support hereunder for a particular Component System, Infor shall (a) provide Licensee with access (via the Internet, telephone or other means established by Infor) to Infor's support helpline, (b) provide, when and if generally available, updates, enhancements or modifications to the then-current, general release version of such Component System that are not separately priced or licensed as new products; and (c) use reasonable efforts to correct or circumvent Documented Defects (the foregoing referred to collectively as "Support").

(b) **Third Party Products.** With respect to Third Party Products, Infor's provision of Support will be limited to providing Licensee with the support that the Third Party Licensor provides to Infor for such Third Party Products.

(c) **Restrictions.** Infor shall have no obligation to provide Support if Licensee fails to pay the applicable fees hereunder or is otherwise in breach of this Support Agreement. Infor shall have no obligation to provide Support for any Component System on any hardware or systems software configuration other than the Equipment, or if the Component System has been modified other than

in accordance with this Support Agreement. In addition, Licensee agrees to provide Infor with access to such facilities and equipment as are reasonably necessary for Infor to perform its obligations hereunder, including remote access to the Equipment. Support provided hereunder does not include related services, if any, required by Licensee, including, without limitation, installation or implementation of the Component System or any updates, enhancements or modifications thereto.

### **4. Payment and Taxes.**

(a) **Support Fees.** For annual Support of the Component Systems specified on an Order Form, Licensee will pay Infor the Support Fee specified in the Order Form, which will be subject to successive increases on an annual basis (starting with the first Renewal Period) not to exceed the "Annual Escalation Percentage Cap" (as specified in the Order Form). If the Initial Term is less than 12 months, the fee for the Initial Term of Support will be prorated accordingly. Payment of the applicable fee for any Renewal Period of Support is due prior to the commencement of such Renewal Period. All payments hereunder are non-refundable.

(b) **Additional Costs.** Licensee will reimburse Infor for actual travel and living expenses that Infor incurs in providing Licensee with Support, with reimbursement to be on an as-incurred basis. Licensee will also reimburse Infor for charges incurred in connection with accessing Equipment, if any.

(c) **Taxes.** Licensee is responsible for paying all taxes (except for taxes based on Infor's net income or capital stock) relating to this Support Agreement or the services or payments provided for hereunder. Applicable tax amounts (if any) are not included in the fees set forth in this Support Agreement or the applicable Order Form. Infor will invoice Licensee for any applicable tax amounts.

(d) **Invoices and Late Charges.** Licensee will pay each Infor invoice within fifteen (15) days of the date of invoice and in any event, on or before the dates specified in this Support Agreement or the applicable Order Form. Late payments are subject to a late charge equal to the lesser of: (i) one and one-half percent (1½%) per month; and (ii) the highest rate permitted by applicable law.

**5. Term.** With respect to each Component System specified on an Order Form, the term of this Support Agreement shall begin on the Order Form Date and end on the last day of the Initial Term, and automatically renew for successive Renewal Periods, unless either party provides written notice to the other party of non-renewal at least ninety (90) days prior to the commencement of the Renewal Period.

**6. Disclaimer of Warranties.** Licensee acknowledges

and agrees that **INFOR MAKES NO WARRANTIES WHATSOEVER, EXPRESSED OR IMPLIED, WITH REGARD TO ANY SUPPORT AND/OR ANY OTHER MATTER RELATING TO THIS SUPPORT AGREEMENT, AND THAT INFOR EXPLICITLY DISCLAIMS ALL WARRANTIES OF NON-INFRINGEMENT, MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE. FURTHER, INFOR EXPRESSLY DOES NOT WARRANT THAT A COMPONENT SYSTEM OR ANY SUPPORT WILL BE USABLE BY LICENSEE IF THE COMPONENT SYSTEM HAS BEEN MODIFIED, OR WILL BE ERROR FREE, WILL OPERATE WITHOUT INTERRUPTION OR WILL BE COMPATIBLE WITH ANY HARDWARE OR SYSTEMS SOFTWARE CONFIGURATION OTHER THAN THE EQUIPMENT.**

**7. Termination.** If either party materially breaches any material obligation in this Support Agreement (including, without limitation, any obligation to pay fees hereunder), and fails to remedy such breach (if such breach can be remedied) within thirty (30) days of receipt of written notice of such breach, the other party may terminate this Support Agreement. Notwithstanding the foregoing, to the extent such material breach cannot be remedied through efforts of the breaching party, the other party has the right to terminate this Agreement on less than thirty days' written notice. Notice to Infor of a suspected Documented Defect will not constitute a notice of termination of this Support Agreement. Termination of this Support Agreement will be without prejudice to the terminating party's other rights and remedies hereunder. Termination of this Support Agreement shall also terminate all Order Forms hereunder but only insofar as such Order Forms relate to Support. For the avoidance of doubt, termination of this Support Agreement shall not terminate licenses granted pursuant to the License Agreement unless such licenses are terminated pursuant to the terms of the License Agreement. Termination of this Support Agreement will not relieve either party from making payments which may be owing to the other party hereunder.

**8. LIMITATIONS OF LIABILITY.**

**(a) LIMITED LIABILITY OF INFOR. THE TOTAL LIABILITY OF INFOR, ITS AFFILIATES AND THIRD**

**PARTY LICENSORS IN CONNECTION WITH SUPPORT OR ANY OTHER MATTER RELATING TO THIS SUPPORT AGREEMENT (WHATEVER THE BASIS FOR THE CAUSE OF ACTION) SHALL NOT EXCEED THE FEE THAT LICENSEE ACTUALLY PAID TO INFOR FOR SUPPORT FOR THE TWELVE-MONTH CONTRACT PERIOD IN WHICH SUCH LIABILITY FIRST AROSE.**

**(b) EXCLUSION OF DAMAGES.** IN NO EVENT SHALL INFOR, ITS AFFILIATES OR THIRD PARTY LICENSORS BE LIABLE FOR ANY INCIDENTAL, SPECIAL, PUNITIVE, INDIRECT OR CONSEQUENTIAL DAMAGES OR DAMAGES FOR LOST PROFITS, WHETHER BASED ON BREACH OF CONTRACT, TORT (INCLUDING NEGLIGENCE), PRODUCT LIABILITY, OR OTHERWISE, AND REGARDLESS OF WHETHER INFOR HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES OR WHETHER ANY REMEDY SET FORTH HEREIN FAILS OF ITS ESSENTIAL PURPOSE.

**9. Entire Agreement.** This Support Agreement contains the entire understanding of the parties with respect to its subject matter, and supersedes and extinguishes all prior oral and written communications between the parties about its subject matter. Any purchase order or similar document, which may be issued by Licensee in connection with this Support Agreement does not modify this Support Agreement. No modification of this Support Agreement will be effective unless it is in writing, is signed by each party, and expressly provides that it amends this Support Agreement; provided, however, that a modification mutually agreed to pursuant to a click-thru or click-wrap agreement delivered by Infor will be effective. This Support Agreement and any signed agreement or instrument entered into in connection herewith or contemplated hereby, and any amendments hereto or thereto, to the extent signed and delivered by means of digital imaging, electronic mail or a facsimile machine, shall be treated in all manner and respects as an original Support Agreement or instrument and shall be considered to have the same binding legal effect as if it were the original signed version thereof delivered in person. This Support Agreement and all Order Forms entered into pursuant hereto may be signed in counterparts.

THE PARTIES have executed this Support Agreement through the signatures of their respective authorized representatives.

Effective Date: \_\_\_\_\_

\_\_\_\_\_  
Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Address: \_\_\_\_\_

Signature Date: \_\_\_\_\_

**LICENSEE:** \_\_\_\_\_

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Address: \_\_\_\_\_

Signature Date: \_\_\_\_\_

## **I. Vendor's Professional Services Agreement – Appendix K**

Vendors shall provide a copy of its Standard Professional Services Agreement.

**Infor Response:** Infor has provided a copy of our standard services agreement, and it can be found on the following page.



## SOFTWARE SERVICES AGREEMENT

**THIS SOFTWARE SERVICES AGREEMENT** (the "Services Agreement") is made between **Infor Public Sector, Inc.** ("Infor") and \_\_\_\_\_ ("Licensee") as of the Effective Date. The parties agree as follows:

### 1. Definitions.

(a) "**Affiliate**" means any entity, directly or indirectly, controlling, controlled by, or under common control with, Infor.

(b) "**Confidential Information**" means non-public information of an Affiliate or a party to this Agreement that is identified as or would be reasonably understood to be confidential and/or proprietary. Confidential Information does not include information that: (i) is or becomes known to the public without fault or breach of the Recipient; (ii) the Discloser regularly discloses to third parties without restriction on disclosure; (iii) the Recipient obtains from a third party without restriction on disclosure and without breach of a non-disclosure obligation; or (iv) is independently developed by the Recipient without access to Confidential Information.

(c) "**Discloser**" means the party providing Confidential Information to the Recipient.

(d) "**Effective Date**" means the date identified on the signature page of this Services Agreement as the Effective Date.

(e) "**Equipment**" means the hardware and systems software configuration on which Infor supports use of the Licensed Software.

(f) "**Intellectual Property Rights**" means any and all rights in patents, patent applications, copyrights, copyright registrations, trade secrets, trademarks and service marks (including, where applicable, all derivative works of the foregoing).

(g) "**Licensed Software**" means the computer software programs licensed by Infor or its Affiliate to Licensee.

(h) "**Recipient**" means the party receiving Confidential Information of the Discloser.

(i) "**Residual Knowledge**" means ideas, concepts, know-how or techniques related to the Discloser's technology and Confidential Information that are retained in the unaided memories of the Recipient who had rightful access to Confidential Information.

(j) "**Services**" means the software-related professional services that Infor will provide Licensee as contemplated under this Services Agreement and/or any Work Order.

(k) "**Work Order**" has the meaning ascribed to such term in Section 2(a) of this Services Agreement.

### 2. Services.

(a) Work Orders. Infor will provide Licensee with Services as set forth in one or more mutually agreed to and signed work order(s) which shall contain without limitation, a description of the Services, the Services rate(s) and payment terms (each a "Work Order"). The parties agree that Work Orders may not be complete statements of Services required by Licensee and additional Services may be required which would be difficult to determine as of the date of this Services Agreement or of the applicable Work Order. At Licensee's request, the Work Order may include an estimate of charges for the Services, but such estimate shall not be binding on Infor or convert the Work Order into a fixed price contract with respect to such Services. Unless expressly stated otherwise: (i) the Services rates are for an 8-hour person-day and will not include the expenses and charges referred to in Section 3(a) of this Services Agreement; (ii) the quoted rates shall represent Infor's current rates applicable to Licensee (i.e., the rates applicable to Licensee as of the effective date of the Work Order) for the resources specified; and (iii) to the extent that Infor raises the rates charged for Services during the course of a project, Licensee shall be required to pay Infor at the increased rates. Infor is under no obligation to perform any Services other than pursuant to a Work Order. Notwithstanding the foregoing, if Infor performs Services at the direction of Licensee and the parties have not signed a Work Order for such Services, then such Services shall be subject to all terms and conditions of this Services Agreement, and Infor's then-current rates for such Services shall apply. Infor may provide Services through its third-party contractors ("Contractors"), but, in all such cases, Infor will remain subject to the obligations hereunder.

(b) Conditions On Providing Services. Licensee must assign a project manager who will assume responsibility for management of the project for which the Services are provided. Licensee will establish the overall project direction, including assigning and managing the Licensee's project personnel team. Licensee must provide Infor with such facilities, equipment and support as are reasonably necessary for Infor to provide Services, including remote access to the Equipment. Infor owns and will own all right, title and interest to the Services and any work product generated from the Services ("Work Product"), and Licensee will execute and deliver to Infor any documents reasonably necessary to vest in Infor all right, title and interest therein. Subject to the terms and conditions of this Services Agreement, Infor grants Licensee a perpetual, non-exclusive, non-transferable license (without the right to sublicense or sublicense) to use and copy for use the Work Product for Licensee's own, internal computing operations.

(c) Scheduling and Cancellation of Scheduled Services. In connection with any Work Order, Licensee should make staffing requests at least four (4) weeks in advance to increase the likelihood that the request can be filled for the date requested. While it is possible to secure staffing

within this time frame (and Infor will make commercially reasonable efforts to comply with such staffing requests), the probability of obtaining the requested resources decreases the closer the request is made to the need date. The parties agree that once Licensee and Infor have scheduled a specific time during which Infor will provide Services under the terms of this Services Agreement and/or a Work Order, Licensee will be obligated to pay Infor for such Services as if Infor had performed such Services on the date scheduled and any related travel and living expenses to the extent such travel and living expenses are non-refundable, unless Licensee has notified Infor that Licensee would like to reschedule or cancel the provision of such Services at least twenty one (21) days prior to the date which Infor is scheduled to perform such Services.

### **3. Payment and Taxes.**

(a) Payment. Unless otherwise stated in the applicable Work Order, Infor will invoice Licensee for all Services and applicable charges on a bi-weekly basis, as Infor renders the Services or Licensee incurs the charges, as applicable. Licensee will also reimburse Infor for actual travel and living expenses that Infor incurs in providing Licensee with Services under this Services Agreement, with reimbursement to be on an as-incurred basis. Licensee will also reimburse Infor for all charges incurred in connection with accessing Equipment, if any. Licensee will pay each Infor invoice within fifteen (15) days of the date of invoice. Late payments are subject to a late charge equal to the lesser of: (i) one and one-half percent (1½%) per month; and (ii) the highest rate permitted by applicable law.

(b) Taxes. Licensee is responsible for paying all taxes (except for taxes based on Infor's net income or capital stock) relating to this Services Agreement, and any Services provided and payments made hereunder. Applicable tax amounts (if any) are not included in the fees set forth in this Services Agreement and any Work Order. In each instance, Infor will invoice Licensee for applicable tax amounts and such invoices are due upon Licensee's receipt thereof.

(c) Long-term Assignments. The parties acknowledge that reimbursement of travel and living expenses to an Infor consultant who is assigned to a particular location for more than one year may be treated as taxable personal income under applicable tax laws. Where reasonably possible, the parties will plan to limit the duration of a consultant's assignment to a particular location to less than one year. If a consultant is assigned to a particular location for more than one year and subject to additional taxes as a result thereof, then Infor will increase consultant's compensation to cover such additional taxes, and Licensee shall reimburse Infor for the amount of such increase.

### **4. Limited Warranty and Disclaimer of Warranties.**

(a) Limited Services Warranty and Remedy For Breach. Infor warrants to Licensee that, for the period beginning on the specific date of the applicable Work Order and continuing for ninety (90) days after the completion of Services pursuant to that Work Order, Infor will render all Services under such Work Order with reasonable care and skill. If Licensee notifies Infor within the warranty period of a breach of the foregoing warranty, Infor will re-perform

such Services in compliance with the foregoing warranty. If despite its reasonable efforts, Infor is unable to provide Licensee with Services in compliance with the foregoing warranty, then, subject to the limitations set forth in Section 12 of this Services Agreement, Licensee may pursue its remedy at law to recover direct damages resulting from the breach of this limited warranty. These remedies are exclusive and are in lieu of all other remedies, and Infor's sole obligations for breach of this limited warranty are contained in this Section 4(a).

(b) Disclaimer of Warranty. The limited warranty in Section 4(a) is made to Licensee exclusively and is in lieu of all other warranties. **INFOR MAKES NO OTHER WARRANTIES WHATSOEVER, EXPRESS OR IMPLIED, WITH REGARD TO ANY SERVICES PROVIDED UNDER THIS SERVICES AGREEMENT AND/OR ANY WORK ORDER, IN WHOLE OR IN PART. INFOR EXPLICITLY DISCLAIMS ALL WARRANTIES OF NON-INFRINGEMENT, MERCHANTABILITY AND OF FITNESS FOR A PARTICULAR PURPOSE. INFOR EXPRESSLY DOES NOT WARRANT THAT THE SERVICES WILL MEET LICENSEE'S REQUIREMENTS.**

(c) FAILURE OF ESSENTIAL PURPOSE. **THE PARTIES HAVE AGREED THAT THE LIMITATIONS SPECIFIED IN SECTIONS 4 AND 12 WILL SURVIVE AND APPLY EVEN IF ANY REMEDY SPECIFIED IN THIS SERVICES AGREEMENT IS FOUND TO HAVE FAILED OF ITS ESSENTIAL PURPOSE, AND REGARDLESS OF WHETHER LICENSEE HAS ACCEPTED ANY SERVICE UNDER THIS SERVICES AGREEMENT.**

5. Confidential Information. Except as otherwise permitted under this Services Agreement, the Recipient will not disclose to any third party, or make any use of the Discloser's Confidential Information. The Recipient will use at least the same standard of care to maintain the confidentiality of the Discloser's Confidential Information that it uses to maintain the confidentiality of its own Confidential Information, but in no event less than reasonable care. Except in connection with the Licensed Software and any software provided with the Licensed Software, the non-disclosure and non-use obligations of this Services Agreement will remain in full force with respect to each item of Confidential Information for a period of ten (10) years after Recipient's receipt of that item. However, Licensee's obligations to maintain both the Licensed Software and any software provided with the Licensed Software as confidential will survive in perpetuity. Notwithstanding the foregoing, this Section is not intended to prevent a Recipient from using Residual Knowledge, subject to any Intellectual Property Rights of the Discloser.

### **6. Term and Termination.**

(a) Right of Termination. If either party materially breaches any material obligation in this Services Agreement or a Work Order (including, without limitation, any obligation to pay fees), and fails to remedy such breach (if such breach can be remedied) within thirty (30) days of receipt of written notice of such breach, the other party may terminate this Services Agreement (including all Work Orders hereunder). Notwithstanding the foregoing, to the extent such material breach cannot be remedied through efforts of the breaching party, the other party has the right to terminate this Services Agreement (including all

Work Orders hereunder) on less than thirty days' written notice. Notice to Infor of an alleged breach of warranty will not constitute a notice of termination of this Agreement.

(b) **Effect of Termination.** Upon termination of this Services Agreement by either party, Infor will discontinue the provision of all Services and Licensee will promptly pay Infor for all Services rendered through the effective date of such termination. Termination of this Services Agreement will not release either party from making payments which may be owing to the other party under the terms of this Services Agreement for all Services rendered through the effective date of such termination.

(c) **Survival of Obligations.** All obligations relating to non-use and non-disclosure of Confidential Information, limitation of liability, and such other terms which by their nature survive termination, will survive termination of this Services Agreement.

(d) **Termination Without Prejudice to Other Rights and Remedies.** Termination of this Services Agreement will be without prejudice to the terminating party's other rights and remedies pursuant to this Services Agreement.

7. **Notices.** All notices and other communications required or permitted under this Services Agreement or required by law must be in writing and will be deemed given when: delivered personally; sent by registered or certified mail, return receipt requested; transmitted by facsimile confirmed by first class mail; or sent by overnight courier. Notices must be sent to a party at its address shown on the signature page of this Services Agreement, or to such other place as the party may subsequently designate for its receipt of notices in accordance with this Section. Licensee must promptly send copies of any notice of material breach and/or termination of this Services Agreement to Infor, Attention: General Counsel, 40 General Warren Blvd Suite # 110, Malvern, PA 19355, USA, FAX number 678-319-8949, or to such other place as Infor may subsequently designate for its receipt of notices.

8. **Force Majeure.** Except with respect to the payment of fees under this Services Agreement or a Work Order, neither party will be liable to the other for any failure or delay in performance under this Services Agreement due to circumstances beyond its reasonable control, including Acts of God, acts of war, terrorist acts, natural disasters, accident, labor disruption, acts, omissions and defaults of third parties and official, governmental and judicial action not the fault of the party failing or delaying in performance, or the threat of any of the foregoing.

9. **Assignment.** Licensee may not assign or transfer any of its rights or obligations under this Services Agreement, whether by law or otherwise, and any attempt at such assignment will be void without the prior written consent of Infor. For purposes of this Services Agreement, "assignment" shall include use of the Licensed Software for benefit of any third party to a merger, acquisition and/or other consolidation by, with, or of Licensee, including any new or surviving entity that results from such merger, acquisition and/or other consolidation.

10. **No Waiver.** A party's failure to enforce its rights with respect to any single or continuing breach of this Services Agreement will not act as a waiver of the right of

that party to later enforce any such rights or to enforce any other or any subsequent breach.

11. **Choice of Law; Severability.** This Services Agreement will be governed by and construed under the laws of the State of New York, as applicable to agreements executed and wholly performed therein, but without regard to the choice of law provisions thereof. This Services Agreement is originally written in the English language and the English language version shall control over any translations. If any provision of this Services Agreement is illegal or unenforceable, it will be deemed stricken from the Services Agreement and the remaining provisions of the Services Agreement will remain in full force and effect. The United Nations Convention on the International Sale of Goods (CISG) shall not apply to the interpretation or enforcement of this Agreement.

## 12. **LIMITATIONS OF LIABILITY.**

(a) **LIMITED LIABILITY OF INFOR.** THE TOTAL LIABILITY OF INFOR, ITS AFFILIATES AND CONTRACTORS IN CONNECTION WITH THE SERVICES, OR ANY OTHER MATTER RELATING TO THIS SERVICES AGREEMENT (WHATEVER THE BASIS FOR THE CAUSE OF ACTION) SHALL NOT EXCEED THE FEE THAT LICENSEE ACTUALLY PAID TO INFOR FOR THE SERVICES GIVING RISE TO THE LIABILITY UNDER THE APPLICABLE WORK ORDER.

(b) **EXCLUSION OF DAMAGES.** IN NO EVENT SHALL INFOR, ITS AFFILIATES OR CONTRACTORS BE LIABLE FOR ANY SPECIAL, INCIDENTAL, PUNITIVE, INDIRECT OR CONSEQUENTIAL DAMAGES OR DAMAGES FOR LOST PROFITS, WHETHER BASED ON BREACH OF CONTRACT, TORT (INCLUDING NEGLIGENCE), PRODUCT LIABILITY, OR OTHERWISE, AND REGARDLESS OF WHETHER INFOR HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.

13. **Compliance With Laws.** Licensee will comply with all laws, rules and regulations applicable to the use of the Services and the Work Product.

14. **Non-Solicitation of Employees.** During the period that Infor is providing Services pursuant to this Services Agreement and for a period of one (1) year following the completion of such Services, neither Infor nor Licensee will offer to hire, hire, Solicit for employment or retention as an independent contractor, or in any way employ any Resource of the other party without the prior written consent of the other party. "Solicit" as used in this Section does not include general solicitations, such as advertisements in newspapers, trade publications or on the internet. "Resource" for purposes of this Section means: (a) employees or independent contractors of the non-hiring party who directly worked on the Services project (the "Project"), and (b) former employees of the non-hiring party who directly worked on the Project and whose employment with that party ended less than six (6) months prior to the date of such offer to hire, hire, Solicitation, or employment.

15. **Entire Agreement.** This Services Agreement contains the entire understanding of the parties with respect to its subject matter, and supersedes and extinguishes all prior oral and written communications

between the parties about its subject matter. Any purchase order or similar document, which may be issued by Licensee in connection with this Services Agreement does not modify this Services Agreement. No modification of this Services Agreement will be effective unless it is in writing, is signed by each party, and expressly provides that it amends this Services Agreement. This Services Agreement and any signed agreement or instrument entered into in connection herewith or contemplated

hereby, and any amendments hereto or thereto, to the extent signed and delivered by means of digital imaging, electronic mail or a facsimile machine, shall be treated in all manner and respects as an original agreement or instrument and shall be considered to have the same binding legal effect as if it were the original signed version thereof delivered in person. This Services Agreement and all Work Orders may be signed in counterparts.

THE PARTIES have executed this Services Agreement through the signatures of their respective authorized representatives.

Effective Date: \_\_\_\_\_

**Infor Public Sector, Inc.**

Signature: \_\_\_\_\_

Printed Name:

Title:

Address:

Address:

Signature Date:

**Licensee: \_\_\_\_\_**

Signature: \_\_\_\_\_

Printed Name:

Title:

Address:

Address:

Signature Date:

## Appendix

Infor has provided the following attachments for the City's review.

- Infor Exceptions/Legal Response
- D&B Report for Infor Public Sector





**Legal Exceptions to the Submission of  
The City of Garden Grove RFP# S-1225  
For the Supply and Implementation of an  
Enterprise Asset Management Solution (the “RFP”)**

Vendor is pleased to provide its response, but respectfully takes exception to the various contract terms and RFP requirements identified below and elsewhere in the RFP and reserves the right to negotiate all terms and conditions in the RFP, if the City selects Vendor for procurement. Vendor takes exception to the use of the City contract form. Vendor suggests that the resultant engagement be governed by Vendor's standard agreement(s) with such modifications agreed to during negotiations. In the event that the City requires the use of a City contract form, then mutually acceptable modifications to such City contract form must be negotiated, as requested by Vendor. Should the City determine that Vendor's proposal is acceptable and/or wish to revisit certain points in Vendor's RFP response, Vendor remains open to discussing each of these points in finer detail with the goal of seeking a mutually acceptable approach that will address each party's concerns. Please note that Vendor's response has not been drafted as a legal document and, as such, should not be construed as constituting a binding contractual or legal commitment. If chosen or shortlisted, then Vendor will work with the City in good faith to reach an acceptable agreement.

Vendor views its response solely as a tool to aid your decisions during the selection process. Please recognize that the content set forth in this document is based upon our current understanding of your requirements. Vendor would be pleased to meet with knowledgeable representatives of the City for purposes of further defining your requirements.

This response document and all information contained herein are the confidential and proprietary information of Vendor and/or its affiliates and must not be shared with any third party or reproduced in any form except in furtherance of a potential business transaction. If a disclosure is required by applicable law, then the City must give Vendor prompt notice and opportunity to prevent disclosure as permitted by law.

**Exceptions:**

<b>PAGE NUMBER</b>	<b>SECTION</b>	<b>Exception</b>
27	1(b). Evaluation Process	<b>“Vendor’s Ability/Willingness to Attach RFP Response and a copy of this RFP to the Final Contract –</b> The Vendor must be able/willing to attach a copy of this RFP and its proposal, including responses to the requirements matrices, to the final contract. If not, Vendor should include explanation as to why it takes exception to this contractual requirement.”  Vendor takes exception to the attachment of the RFP and Vendor's proposal to the final agreement. Vendor may be willing to incorporate certain relevant and necessary portions of its proposal to the final agreement. However, Vendor reserves the right to negotiate any incorporation to the final agreement.
29	3. Type of Contract to be Awarded	Vendor takes exception and reserves the right to negotiate this section. Vendor can

		<p>provide costs based on a time and materials or fixed fee contract, but not a “not to exceed” contract type.</p> <p>However, Vendor will not bill for, or provide service hours in excess of requirements agreed to in the final agreement, without a mutually executed change order outlining the specific and agreed upon changes in scope and/or budget. City approval of such change order will not be unreasonably withheld, conditioned, or delayed.</p>
29	4. Public Records Act	<p>Vendor’s proposal may contain the confidential and/or proprietary information of Vendor and/or its affiliates and must not be shared with any third party or reproduced in any form except in furtherance of a potential business transaction. If a disclosure of Vendor’s proposal material is required by law, then City must give Vendor prompt notice thereof and the opportunity to prevent disclosure as permitted by law. Vendor does not agree to indemnify the City unless the City provides such notice to Vendor and Vendor requests, in writing, that the City continue to withhold such information from disclosure.</p>
30	6. Qualifications of Firms	<p>Vendor take exception and will only be bound by a final agreement that has been negotiated and mutually accepted. Also, Vendor can provide costs based on a time and materials or fixed fee contract, but not a “not to exceed” contract type.</p>
32	3(a, d-e). Cover letter and Statement of Qualification	<p>Vendor takes exception to the attachment of the RFP and Vendor’s proposal to the final agreement. Vendor may be willing to incorporate certain relevant and necessary portions of its proposal to the final agreement. However, Vendor reserves the right to negotiate any incorporation to the final agreement.</p> <p>Vendor will only be bound by a final agreement that has been negotiated and mutually accepted.</p>
33	6. Section 1.0 Company/Staffing, Background, Organization, and Experience	<p>Vendor takes exception. Vendor requests that City approval of personnel and subcontractors not be unreasonably withheld. Also, Vendor reserves the right to negotiate reasonable guidelines to be placed on City’s approval to changes in personnel.</p>

		Vendor may need to change personnel under certain circumstances to be further negotiated.
39	10(c). Proposal Letter/Certificate of Acceptance (Appendix C)	<p>"The Vendor must certify that it has examined and is fully familiar with all of the provisions of the RFP Documents and is satisfied that they are accurate; that it has carefully checked all the words and figures and all statements made in the Proposal Requirements; that it has satisfied itself with respect to other matters pertaining to the proposal which in any way affect the Work or the cost thereof. The Vendor must agree that the City will not be responsible for any errors or omissions in these RFP Documents."</p> <p>Vendor takes exception and does not waive relief for errors or omissions in its response. Vendor will only be bound by a final agreement that has been negotiated and mutually accepted.</p>
39	10(d). Vendor/Vendor Statement Regarding Insurance (Appendix D)	While Vendor can comply with the limits requested regarding the insurance policies, Vendor reserves the right to negotiate the final language of the insurance terms to the extent required by Vendor's then-current insurance policies.
42	Part V. SAMPLE SOFTWARE LICENSE, IMPLEMENTATION AND SUPPORT AND MAINTENANCE AGREEMENT	Vendor takes exception to the use of City contract form. Vendor suggests that the resultant engagement be governed by Vendor's standard agreement(s) with such modifications agreed to during negotiations. In the event that City requires the use of City contract form, then mutually acceptable modifications to such City contract form must be negotiated, as required by Vendor.

## Live Report : INFOR PUBLIC SECTOR, INC


D-U-N-S® Number: 10-591-6506

Trade Names: (SUBSIDIARY OF INFOR (US), INC., ALPHARETTA, GA)



Endorsement/Billing Reference: Howard.Cathey@infor.com

D&B Address		Added to Portfolio: 01/13/2014	
<b>Address</b>	11092 Sun Center Dr Rancho Cordova, CA, US - 95670	<b>Location Type</b>	Headquarters (Subsidiary)
<b>Phone</b>	916 921-0883	<b>Web</b>	www.hansen.com
<b>Fax</b>	916-921-6620	<b>Last View Date:</b>	08/11/2017
		<b>Endorsement :</b>	Howard.Cathey@infor.com

## Company Summary

Currency: Shown in USD unless otherwise indicated 

### Score Bar

<b>PAYDEX®</b>	Unavailable		
<b>Commercial Credit Score Percentile</b>		<b>80</b>	Low to Moderate Risk of severe payment delinquency.
<b>Financial Stress Score National Percentile</b>		<b>67</b>	Moderate Risk of severe financial stress.
<b>D&amp;B Viability Rating</b>	<div>4</div>	<div>5</div>	<div>B</div> <div>Z</div> <a href="#">View More Details</a>
<b>Bankruptcy Found</b>	No		
<b>D&amp;B Rating</b>	--		
	Unavailable.		

### Financial Stress Score Class

**Financial Stress Score Class: 3**   
Lowest Risk:1;Highest Risk :5

### Commercial Credit Score Class

**Commercial Credit Score Class: 2**   
Lowest Risk:1;Highest Risk :5

### FirstRain Company News



**August 15: Board of Supervisors Meeting**  
2017-08-11T13:47:34 EST 1:47 PM-SCVTV.com

**City of Las Vegas Transforms Community**  
2017-07-11T08:01:57 EST 8:01 AM-PR Newswire

**How cloud-based asset management became**

### D&B Viability Rating

<b>4</b>	<b>Viability Score: 4</b>
<b>5</b>	<b>Portfolio Comparison: 5</b>
<b>B</b>	<b>Data Depth Indicator: B</b>
<b>Z</b>	<b>Company Profile: Z</b> Subsidiary

### Corporate Linkage

- Infor Rhythm for Civics Streamlines Citizen**  
2017-06-01T10:35:50 EST 10:35 AM-Workbrain
- Infor Delivers Significant Enhancements for**  
2017-05-23T08:48:35 EST 8:48 AM-360° ERP Blog
- Infor Delivers Significant Enhancements for**  
2017-05-15T08:29:08 EST 8:29 AM-Market Wire
- About MISA - National Vendor Program**  
2017-02-20T10:16:25 EST 10:16 AM-Municipal

Powered by FirstRain

## Detailed Trade Risk Insight™

### Days Beyond Terms Past 3 Months

There is not sufficient reporting trading activity to generate 3 months Days Beyond Terms (a minimum of 3 trade experiences from at least 2 suppliers

### Recent Derogatory Events

	May-17	Jun-17	Jul-17
Placed for Collection	-	-	-
Bad Debt Written Off	-	-	-

This is a **Headquarters (Subsidiary)** location

INFOR PUBLIC SECTOR, INC  
Rancho Cordova , CA  
D-U-N-S® Number 10-591-6506

**The Domestic Ultimate is**  
INFOR LUX BOND COMPANY  
NEW YORK  
D-U-N-S® Number 07-952-9385

**The Parent Company is**  
INFOR (US), INC.  
Georgia  
D-U-N-S® Number 11-146-6152

## D&B Company Overview

This is a headquarters (subsidiary) location

Branch(es) or Division(s) exist Y

<b>Chief Executive</b>	CHARLES HANSEN, CEO
<b>Year Started</b>	1983
<b>Management Control</b>	1998
<b>Employees</b>	262 (160 Here)
<b>SIC</b>	7372
<b>Line of business</b>	Prepackaged software services
<b>NAICS</b>	511210
<b>History Status</b>	CLEAR

## Financial Overview



Based on your financial statement preference setting and the availability of financial data from the sources, no financial statements are available.

## Public Filings

The following data includes both open and closed filings found in D&B's database on this company.

Record Type	Number of Records	Most Recent Filing Date
Bankruptcies	0	-
Judgments	0	-
Liens	7	03/30/16
Suits	1	10/06/11
UCCs	6	02/15/17

The public record items contained herein may have been paid, terminated, vacated or released prior to today's date.

## Corporate Linkage

## Domestic Ultimate

Company	City , State	D-U-N-S® NUMBER
INFOR LUX BOND COMPANY	NEW YORK , New York	07-952-9385

## Parent

Company	City , State	D-U-N-S® NUMBER
INFOR (US), INC.	ALPHARETTA , Georgia	11-146-6152

## Branches (Domestic)

Company	City , State	D-U-N-S® NUMBER
INFOR PUBLIC SECTOR, INC	ALPHARETTA , Georgia	00-560-7166
INFOR PUBLIC SECTOR, INC	TAMPA , Florida	78-017-8278

## Affiliates (Domestic)

Company	City , State	D-U-N-S® NUMBER
INFOR (GA), INC.	ALPHARETTA , Georgia	14-832-8607
INFINIUM SOFTWARE INC	ALPHARETTA , Georgia	19-009-0931
INFOR GLOBAL SOLUTIONS, INC.	NEW YORK , New York	07-832-1398

## Affiliates (International)

Company	City , Country	D-U-N-S® NUMBER
Infor (Canada), Ltd	North York , CANADA	24-350-0332
Infor (Barneveld) B.V.	Barneveld , NETHERLANDS	40-701-0735
Infor International Holdings B.V.	Barneveld , NETHERLANDS	40-749-2425
Infor Global Solutions (Shanghai) Ltd.	SHANGHAI , CHINA	53-054-4477
Infor Global Solutions (Guangzhou) Ltd.	GUANGZHOU , CHINA	54-529-4527
Infor (Beijing) Co., Ltd.	BEIJING , CHINA	54-537-1585
GEAC COMPUTERS (SINGAPORE) PTE LTD	SINGAPORE , SINGAPORE	59-530-4429
INFOR GLOBAL SOLUTIONS (MALAYSIA) SDN BHD	, THAILAND	66-099-8811
INFOR SOFTWARE (THAILAND) LIMITED	PATHUM WAN , THAILAND	67-155-2566
LAWSON PSSC, INC.	TAGIG , PHILIPPINES	71-974-7768
Datastream Systems de México, S.A. de C.V.	MEXICO CITY , MEXICO	81-254-7649
SIKASSO PTE LTD	SINGAPORE , SINGAPORE	89-471-1345
DATASTREAM SYSTEMS DE ARGENTINA S.A.	Ciudad de Buenos Aires , ARGENTINA	97-076-7588
DATA STREAM SYSTEMS DE CHILE LTDA.	PROVIDENCIA , CHILE	98-093-6157

## Predictive Scores

## D&B Viability Rating Summary

The D&B Viability Rating uses D&B's proprietary analytics to compare the most predictive business risk indicators and deliver a highly reliable assessment of the probability that a company will go out of business, become dormant/inactive, or file for bankruptcy/insolvency within the next 12 months. The D&B Viability Rating is made up of 4 components:

<b>4</b>	<b>Viability Score</b>	Lowest Risk:1	Highest Risk:9
<b>Compared to All US Businesses within the D&amp;B Database:</b> <ul style="list-style-type: none"> <li>Level of Risk: <b>Low Risk</b></li> <li>Businesses ranked 4 have a probability of becoming no longer viable: <b>5 %</b></li> <li>Percentage of businesses ranked 4: <b>14 %</b></li> <li>Across all US businesses, the average probability of becoming no longer viable: <b>14 %</b></li> </ul>			
<b>5</b>	<b>Portfolio Comparison</b>	Lowest Risk:1	Highest Risk:9
<b>Compared to All US Businesses within the same MODEL SEGMENT:</b> <ul style="list-style-type: none"> <li>Model Segment : <b>Established Trade Payments</b></li> <li>Level of Risk: <b>Moderate Risk</b></li> <li>Businesses ranked 5 within this model segment have a probability of becoming no longer viable: <b>5 %</b></li> <li>Percentage of businesses ranked 5 with this model segment: <b>11 %</b></li> <li>Within this model segment, the average probability of becoming no longer viable: <b>5 %</b></li> </ul>			
<b>B</b>	<b>Data Depth Indicator</b>	Predictive Data:A	Descriptive Data:G
<b>Data Depth Indicator:</b> <ul style="list-style-type: none"> <li>✓ Rich Firmographics</li> <li>✓ Extensive Commercial Trading Activity</li> <li>✓ Basic Financial Attributes</li> </ul> <p>Greater data depth can increase the precision of the D&amp;B Viability Rating assessment.</p>			
<b>Z</b>	<b>Company Profile</b>	<b>Subsidiary</b>	

## Credit Capacity Summary

This credit rating was assigned because of D&B's assessment of the company's creditworthiness. For more information, see the

D&B Rating Key

D&B Rating : --

The blank rating symbol should not be interpreted as indicating that credit should be denied. It simply means that the information available to D&B does not permit us to classify the company within our rating key and that further enquiry should be made before reaching a decision. Some reasons for using a "-" symbol include: deficit net worth, bankruptcy proceedings, insufficient payment information, or incomplete history information.

**Below is an overview of the company's rating history since 01-30-2013**

D&B Rating	Date Applied
--	01-30-2013

**Number of Employees Total:** 262 (160 here)

**Working Capital:** (\$14,345,410) (As of 31-Jan-06)

Payment Activity:	(based on 18 experiences)
<b>Highest Credit:</b>	750
<b>Total Highest Credit:</b>	1,950

## D&B Credit Limit Recommendation

**Conservative credit Limit** 100,000

**Aggressive credit Limit:** 250,000

**Risk category for this business :** **LOW**

The Credit Limit Recommendation (CLR) is intended to serve as a directional benchmark for all businesses within the same line of business or industry, and is not calculated based on any individual business. Thus, the CLR is intended to help guide the credit limit decision, and must be balanced in combination with other elements which reflect the individual company's size, financial strength, payment history, and credit worthiness, all of which can be derived from D&B reports.

Risk is assessed using D&Bs scoring methodology and is one factor used to create the recommended limits. See Help for details.

## Financial Stress Class Summary

The Financial Stress Score predicts the likelihood of a firm ceasing business without paying all creditors in full, or reorganization or obtaining relief from creditors under state/federal law over the next 12 months. Scores were calculated using a statistically valid model derived from D&Bs extensive data files.

The Financial Stress Class of 3 for this company shows that firms with this class had a failure rate of 0.24% (24 per 10,000), which is lower than the average of businesses in D & B's database

**Financial Stress Class : 3** (Lowest Risk:1; Highest Risk:5)

Moderately lower than average risk of severe financial stress, such as a bankruptcy or going out of business with unpaid debt, over the next 12 months.

### Probability of Failure:

Risk of Severe Financial Stress for Businesses with this Class: **0.24 %** (24 per 10,000)  
 Financial Stress National Percentile : **67** (Highest Risk: 1; Lowest Risk: 100)  
 Financial Stress Score : **1506** (Highest Risk: 1,001; Lowest Risk: 1,875)  
 Average Risk of Severe Financial Stress for Businesses in D&B database: **0.48 %** (48 per 10,000)

### The Financial Stress Class of this business is based on the following factors:

UCC Filings reported.  
 Evidence of open liens  
 Low proportion of satisfactory payment experiences to total payment experiences.



#### Notes:

The Financial Stress Class indicates that this firm shares some of the same business and financial characteristics of other companies with this classification. It does not mean the firm will necessarily experience financial stress.

The Probability of Failure shows the percentage of firms in a given Class that discontinued operations over the past year with loss to creditors. The Probability of Failure - National Average represents the national failure rate and is provided for comparative purposes.

The Financial Stress National Percentile reflects the relative ranking of a company among all scorable companies in D&Bs file.

The Financial Stress Score offers a more precise measure of the level of risk than the Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.

Norms	National %
This Business	67
Region: PACIFIC	52
Industry: BUSINESS, LEGAL AND ENGINEERING SERVICES	52
Employee range: 100-499	75
Years in Business: 11-25	68

This Business has a Financial Stress Percentile that shows:

Lower risk than other companies in the same region.

Lower risk than other companies in the same industry.

Higher risk than other companies in the same employee size range.

Higher risk than other companies with a comparable number of years in business.

#### Credit Score Summary

The Commercial Credit Score (CCS) predicts the likelihood of a business paying its bills in a severely delinquent manner (91 days or more past terms).

The Credit Score class of 2 for this company shows that 2.5% of firms with this class paid one or more bills severely delinquent, which is lower than the average of businesses in D & B's database.

**Credit Score Class : 2**  Lowest Risk:1;Highest Risk :5

#### Incidence of Delinquent Payment

Among Companies with this Classification: **2.50 %**  
Average compared to businesses in D&Bs database: **10.20 %**  
Credit Score Percentile : **80** (Highest Risk: 1; Lowest Risk: 100)  
Credit Score : **550** (Highest Risk: 101; Lowest Risk:670)

#### The Credit Score Class of this business is based on the following factors:

Higher risk industry based on delinquency rates for this industry  
Evidence of open suits and liens

#### Notes:

The Commercial Credit Score Risk Class indicates that this firm shares some of the same business and financial characteristics of other companies with this classification. It does not mean the firm will necessarily experience severe delinquency.

The Incidence of Delinquent Payment is the percentage of companies with this classification that were reported 91 days past due or more by creditors. The calculation of this value is based on D&B's trade payment database.

The Commercial Credit Score percentile reflects the relative ranking of a firm among all scorable companies in D&B's file.

The Commercial Credit Score offers a more precise measure of the level of risk than the Risk Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.

Norms	National %
This Business	80
Region: PACIFIC	50

Industry: BUSINESS, LEGAL AND ENGINEERING SERVICES	43
Employee range: 100-499	89
Years in Business: 11-25	66

This business has a Credit Score Percentile that shows:

Lower risk than other companies in the same region.

Lower risk than other companies in the same industry.

Higher risk than other companies in the same employee size range.

Lower risk than other companies with a comparable number of years in business.

## Trade Payments

**Currency:** Shown in USD unless otherwise indicated 

### D&B PAYDEX®

Timeliness of historical payments for this company.

<b>Current PAYDEX is</b>	Unavailable
<b>Industry Median is</b>	<b>76</b> Equal to 6 days beyond terms
<b>Payment Trend currently is</b>	Unavailable, compared to payments three months ago

Indications of slowness can be the result of dispute over merchandise, skipped invoices etc. Accounts are sometimes placed for collection even though the existence or amount of the debt is disputed.

<b>Total payment Experiences in D&amp;Bs File (HQ)</b>	18
<b>Payments Within Terms (not weighted)</b>	N/A
<b>Trade Experiences with Slow or Negative Payments(%)</b>	0.00%
<b>Total Placed For Collection</b>	0
<b>High Credit Average</b>	N/A
<b>Largest High Credit</b>	750
<b>Highest Now Owing</b>	100
<b>Highest Past Due</b>	0

D&B has not received a sufficient sample of payment experiences to establish a PAYDEX score. D&B receives nearly 400 million payment experiences each year. We enter these new and updated experiences into D&B Reports as this information is received. At this time, none of those experiences relate to this company.

### D&B PAYDEX® Comparison

#### Current Year

PAYDEX® of this Business compared to the Primary Industry from each of the last four quarters. The Primary Industry is Prepackaged software services , based on SIC code 7372 .

**Shows the trend in D&B PAYDEX scoring over the past 12 months.**

	9/16	10/16	11/16	12/16	1/17	2/17	3/17	4/17	5/17	6/17	7/17	8/17
<b>This Business</b>	80	80	UN	UN	UN	UN	UN	UN	UN	UN	UN	UN
<b>Industry Quartiles</b>												

Upper	80	.	.	80	.	.	80	.	.
Median	76	.	.	76	.	.	77	.	.
Lower	69	.	.	69	.	.	68	.	.

Current PAYDEX for this Business is Unavailable terms  
The 12-month high is 80 , or equal to GENERALLY WITHIN terms  
The 12-month low is 80 , or equal to GENERALLY WITHIN terms

## Previous Year

Shows PAYDEX of this Business compared to the Primary Industry from each of the last four quarters. The Primary Industry is Prepackaged software services , based on SIC code 7372 .

Previous Year	09/15 Q3'15	12/15 Q4'15	03/16 Q1'16	06/16 Q2'16
<b>This Business</b>	80	80	80	80
<b>Industry Quartiles</b>				
Upper	80	80	80	80
Median	76	76	76	76
Lower	69	69	69	69

Based on payments collected over the last 4 quarters.

Current PAYDEX for this Business is Unavailable terms  
The present industry median Score is 76 , or equal to 6 days beyond terms  
Industry upper quartile represents the performance of the payers in the 75th percentile  
Industry lower quartile represents the performance of the payers in the 25th percentile

## Payment Habits

For all payment experiences within a given amount of credit extended, shows the percent that this Business paid within terms. Provides number of experiences to calculate the percentage, and the total credit value of the credit extended.

\$ Credit Extended	# Payment Experiences	Total Amount	% of Payments Within Terms
Over 100,000	0	0	0%
50,000-100,000	0	0	0%
15,000-49,999	0	0	0%
5,000-14,999	0	0	0%
1,000-4,999	0	0	0%
Under 1,000	0	0	0%

Based on payments collected over last 24 months.

All Payment experiences reflect how bills are paid in relation to the terms granted. In some instances, payment beyond terms can be the result of disputes over merchandise, skipped invoices etc.

## Payment Summary

There are 18 payment experience(s) in D&Bs file for the most recent 24 months, with 0 experience(s) reported during the last three month period.

The highest Now Owes on file is 100 . The highest Past Due on file is 0

Below is an overview of the companys currency-weighted payments, segmented by its suppliers primary industries:

Total Revd (#)	Total Amts	Largest High Credit	Within Terms (%)	Days Slow <31 31-60 61-90 90> (%) (%) (%)
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**Top Industries****Other payment categories**

Cash experiences	18	1,950	750
Payment record unknown	0	0	0
Unfavorable comments	0	0	0
Placed for collections	0	N/A	0
<b>Total in D&amp;B's file</b>	<b>18</b>	<b>1,950</b>	<b>750</b>

Accounts are sometimes placed for collection even though the existence or amount of the debt is disputed.

Indications of slowness can be result of dispute over merchandise, skipped invoices etc.


**Detailed payment history for this company**

Date Reported (mm/yy)	Paying Record	High Credit	Now Owes	Past Due	Selling Terms	Last Sale Within (month)
04/17	(001)	50			Cash account	1 mo
03/17	(002)	100			Cash account	1 mo
	(003)	50			Cash account	1 mo
	(004)	50			Cash account	1 mo
02/17	(005) Cash own option	50				1 mo
10/16	(006)	100	100		Cash account	1 mo
	(007)	50			Cash account	1 mo
09/16	(008) Cash own option	100			Cash account	1 mo
	(009)	100			Cash account	1 mo
	(010)	50			Cash account	4-5 mos
07/16	(011)	100			Cash account	1 mo
	(012)	100			Cash account	1 mo
06/16	(013)	100			Cash account	1 mo
	(014)	50			Cash account	1 mo
05/16	(015)	750			Cash account	1 mo
	(016)	50			Cash account	4-5 mos
02/16	(017)	50			Cash account	1 mo
11/15	(018)	50			Cash account	4-5 mos

Payments Detail Key: ■ 30 or more days beyond terms

Payment experiences reflect how bills are paid in relation to the terms granted. In some instances payment beyond terms can be the result of disputes over merchandise, skipped invoices, etc. Each experience shown is from a separate supplier. Updated trade experiences replace those previously reported.

## Public Filings

Currency: Shown in USD unless otherwise indicated 

### Summary

The following data includes both open and closed filings found in D&B's database on this company.

Record Type	# of Records	Most Recent Filing Date
Bankruptcy Proceedings	0	-
Judgments	0	-
Liens	7	03/30/16
Suits	1	10/06/11
UCCs	6	02/15/17

The following Public Filing data is for information purposes only and is not the official record. Certified copies can only be obtained from the official source.

### Liens

A lien holder can file the same lien in more than one filing location. The appearance of multiple liens filed by the same lien holder against a debtor may be indicative of such an occurrence.

**Amount** 18,414 ( DEPT OF REV/TAX LIEN )  
**Status** Open  
**DOCKET NO.** 201600005354  
**Type** State Tax  
**Filed By** COMMONWEALTH OF PA DEPARTMENT OF REVENUE, HARRISBURG, PA  
**Against** INFOR PUBLIC SECTOR INC., ALPHARETTA, GA  
**Where Filed** ALLEGHENY COUNTY PROTHONOTARY, PITTSBURGH, PA  
**Date Status Attained** 03/30/16  
**Date Filed** 03/30/16  
**Latest Info Received** 04/01/16

**Amount** 89,902  
**Status** Open  
**DOCKET NO.** 2010R13115  
**Type** State Tax  
**Filed By** IL DEPT OF REVENUE  
**Against** HANSEN INFORMATION TECHNOLOGIES  
**Where Filed** SANGAMON COUNTY RECORDER OF DEEDS, SPRINGFIELD, IL  
**Date Status Attained** 04/27/10  
**Date Filed** 04/27/10  
**Latest Info Received** 05/25/10

**Amount** 475  
**Status** Open  
**DOCKET/WARRANT** 082358160  
**Type** State Tax  
**Filed By** STATE OF WASHINGTON  
**Against** HANSEN INFORMATION TECHNOLOGIE  
**Where Filed** KING COUNTY SUPERIOR COURT, SEATTLE, WA  
**Date Status Attained** 10/17/08

**Date Filed** 10/17/08  
**Latest Info Received** 11/14/08

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**Amount** 478  
**Status** Open  
**DOCKET/WARRANT** 082296091  
**Type** State Tax  
**Filed By** STATE OF WASHINGTON  
**Against** HANSEN INFORMATION TECHNOLOGIE  
**Where Filed** KING COUNTY SUPERIOR COURT, SEATTLE, WA  
**Date Status Attained** 09/02/08  
**Date Filed** 09/02/08  
**Latest Info Received** 10/03/08

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**Amount** 428  
**Status** Open  
**DOCKET/WARRANT** 082151786  
**Type** State Tax  
**Filed By** STATE OF WASHINGTON  
**Against** HANSEN INFORMATION TECHNOLOGIE  
**Where Filed** KING COUNTY SUPERIOR COURT, SEATTLE, WA  
**Date Status Attained** 05/05/08  
**Date Filed** 05/05/08  
**Latest Info Received** 05/30/08

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**Amount** 276  
**Status** Open  
**DOCKET/WARRANT** 082091635  
**Type** State Tax  
**Filed By** STATE OF WASHINGTON  
**Against** HANSEN INFORMATION TECHNOLOGIE  
**Where Filed** KING COUNTY SUPERIOR COURT, SEATTLE, WA  
**Date Status Attained** 03/14/08  
**Date Filed** 03/14/08  
**Latest Info Received** 04/11/08

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**Amount** 1,283  
**Status** Open  
**FILING NO.** 2008032080  
**Type** State Tax  
**Filed By** STATE OF TEXAS  
**Against** HANSEN INFORMATION TECHNOLOGIES  
**Where Filed** TRAVIS COUNTY RECORDERS OFFICE, AUSTIN, TX  
**Date Status Attained** 02/29/08  
**Date Filed** 02/29/08  
**Latest Info Received** 03/04/08

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**Suits**

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<b>Status</b>	<b>Pending</b>
<b>DOCKET NO.</b>	201110700048CE
<b>Plaintiff</b>	COMMONWEALTH OF PENNSYLVANIA, CITY OF PHILADELPHIA, PHILADELPHIA, PA
<b>Defendant</b>	HANSEN INFORMATION TECHNOLOGIES
<b>Cause</b>	CODE ENFORCEMENT
<b>Where filed</b>	PHILADELPHIA MUNICIPAL COURT, PHILADELPHIA, PA

<b>Date status attained</b>	10/06/11
<b>Date filed</b>	10/06/11
<b>Latest Info Received</b>	10/18/11

If it is indicated that there are defendants other than the report subject, the lawsuit may be an action to clear title to property and does not necessarily imply a claim for money against the subject.

## UCC Filings

<b>Collateral</b>	All Assets
<b>Type</b>	Original
<b>Sec. Party</b>	CREDIT SUISSE, CAYMAN ISLANDS BRANCH, AS SECOND-LIEN ADMINISTRATIVE AGENT, NEW YORK, NY
<b>Debtor</b>	HANSEN INFORMATION TECHNOLOGIES
<b>Filing No.</b>	077116525983
<b>Filed With</b>	SECRETARY OF STATE/UCC DIVISION, SACRAMENTO, CA
<b>Date Filed</b>	2007-06-05
<b>Latest Info Received</b>	06/20/07

<b>Type</b>	Continuation
<b>Sec. Party</b>	BANK OF AMERICA NA, AS COLLATERAL AGENT, CHARLOTTE, NC
<b>Debtor</b>	ENROUTE EMERGENCY SYSTEMS LLC, ALPHARETTA, GA
<b>Filing No.</b>	20171050449
<b>Filed With</b>	SECRETARY OF STATE/UCC DIVISION, DOVER, DE
<b>Date Filed</b>	2017-02-15
<b>Latest Info Received</b>	05/02/17
<b>Original UCC Filed Date</b>	2012-04-05
<b>Original Filing No.</b>	2012 1332982

<b>Type</b>	Amendment
<b>Sec. Party</b>	BANK OF AMERICA, N.A., AS COLLATERAL AGENT, CHARLOTTE, NC
<b>Debtor</b>	INFOR PUBLIC SECTOR, INC., ALPHARETTA, GA and OTHERS
<b>Filing No.</b>	1373470418
<b>Filed With</b>	SECRETARY OF STATE/UCC DIVISION, SACRAMENTO, CA
<b>Date Filed</b>	2013-01-29
<b>Latest Info Received</b>	02/07/13
<b>Original UCC Filed Date</b>	2012-04-16
<b>Original Filing No.</b>	127309653430

<b>Type</b>	Continuation
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<b>Sec. Party</b>	BANK OF AMERICA, N.A., AS COLLATERAL AGENT, CHARLOTTE, NC
<b>Debtor</b>	INFOR PUBLIC SECTOR, INC., ALPHARETTA, GA and OTHERS
<b>Filing No.</b>	1675568873
<b>Filed With</b>	SECRETARY OF STATE/UCC DIVISION, SACRAMENTO, CA
<b>Date Filed</b>	2016-11-16
<b>Latest Info Received</b>	11/18/16
<b>Original UCC Filed Date</b>	2012-04-16
<b>Original Filing No.</b>	127309653430

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<b>Type</b>	Continuation
<b>Sec. Party</b>	BANK OF AMERICA, N.A., AS COLLATERAL AGENT, CHARLOTTE, NC
<b>Debtor</b>	INFOR PUBLIC SECTOR, INC., ALPHARETTA, GA and OTHERS
<b>Filing No.</b>	1775713967
<b>Filed With</b>	SECRETARY OF STATE/UCC DIVISION, SACRAMENTO, CA
<b>Date Filed</b>	2017-02-15
<b>Latest Info Received</b>	02/16/17
<b>Original UCC Filed Date</b>	2012-04-16
<b>Original Filing No.</b>	127309653430

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<b>Type</b>	Continuation
<b>Sec. Party</b>	JPMORGAN CHASE BANK, N.A., AS FIRST-LIEN ADMINISTRATIVE AGENT, HOUSTON, TX
<b>Debtor</b>	HANSEN INFORMATION TECHNOLOGIES
<b>Filing No.</b>	1775671404
<b>Filed With</b>	SECRETARY OF STATE/UCC DIVISION, SACRAMENTO, CA
<b>Date Filed</b>	2017-01-19
<b>Latest Info Received</b>	01/20/17
<b>Original UCC Filed Date</b>	2007-06-04
<b>Original Filing No.</b>	077116341101

## Government Activity

### Activity summary

Borrower (Dir/Guar)	NO
Administrative Debt	NO
Contractor	YES
Grantee	NO
Party excluded from federal program(s)	NO


### Possible candidate for socio-economic program consideration

Labour Surplus Area	YES (2017)
Small Business	N/A
8(A) firm	N/A

The details provided in the Government Activity section are as reported to Dun & Bradstreet by the federal government and other sources.



## History & Operations

Currency: Shown in USD unless otherwise indicated 

### Company Overview

<b>Company Name:</b>	INFOR PUBLIC SECTOR, INC
<b>Doing Business As :</b>	(SUBSIDIARY OF INFOR (US), INC., ALPHARETTA, GA)
<b>Street Address:</b>	11092 Sun Center Dr Rancho Cordova , CA 95670
<b>Phone:</b>	916 921-0883
<b>Fax:</b>	916-921-6620
<b>URL:</b>	<a href="http://www.hansen.com">http://www.hansen.com</a>
<b>History</b>	Is clear
<b>Present management control</b>	19 years

### History

The following information was reported: **08/05/2017**

**Officer(s):** CHARLES HANSEN, CEO  
MARK WATTS, PRES  
BOB BENSTEAD, PRINCIPAL

**DIRECTOR(S) :** THE OFFICER(S)

On June 8, 2010 Management stated the company captioned is a Profit Corporation in the state of California; however, a check with the California Secretary of State indicated an inactive registration for Hansen Information Technologies.

Business name changed from Hansen Information Technologies to Infor Public Sector, Inc

Business started 1983 by Robert J Hansen. Present control succeeded 1998. 100% of capital stock is owned by Charles Hansen.

#### RECENT EVENT :

On April 20, 2006, Hansen Information Technologies, Sacramento, CA announced the acquisition of Spear Technologies, Inc., San Francisco, CA. Terms of the transaction were not disclosed. Repeated attempts to contact the management were unsuccessful. Further details are unavailable at this time.

CHARLES HANSEN born 1956. 1986-present active here. 1984-1986 employed by Via Video, Sunnyvale, CA. 1982-1984 employed by M Corp Bank, Houston, TX. Graduated from University of California at Berkeley, Berkeley, CA with Bachelors degree in 1980 and University of California at Los Angeles, Los Angeles, CA with Masters degree in 1982.

MARK WATTS. Antecedents are undetermined.

BOB BENSTEAD. Antecedents not available.

### Business Registration

CORPORATE AND BUSINESS REGISTRATIONS REPORTED BY THE SECRETARY OF STATE OR OTHER OFFICIAL SOURCE AS OF  
Aug 04 2017

<b>Registered Name:</b>	INFOR PUBLIC SECTOR, INC.
<b>Business type:</b>	CORPORATION
<b>Corporation type:</b>	PROFIT
<b>Date incorporated:</b>	Sep 01 1983
<b>State of incorporation:</b>	CALIFORNIA
<b>Filing date:</b>	Sep 01 1983
<b>Registration ID:</b>	C1225660
<b>Status:</b>	ACTIVE

**Where filed:** BUSINESS PROGRAMS DIVISION , SACRAMENTO , CA  
**Registered agent:** C T CORPORATION SYSTEM , 818 W 7TH ST STE 930 , LOS ANGELES , CA , 900170000  
**Principals:** GREGORY GIANGIORDANO , CHIEF EXECUTIVE OFFICER , 40 GENERAL WARREN BLVD STE 110 , MALVERN , PA , 193550000

## Operations

08/05/2017

Subsidiary of INFOR (US), INC., ALPHARETTA, GA started 2002 which operates as prepackaged software. Parent company owns 100% of capital stock.

Provides prepackaged software (100%).

**Description:** Has 2500 account(s). Terms are Net 30 days. Sells to government agencies and utilities. Territory : International.

Nonseasonal. Software is specifically programmed for work order management, activity-based costing, permits, customer billing and property tax assessment. This firm uses C.O.M.-Component Object Model and O.L.E.- Object Linking & Embedding technologies. Utilizes 'thin clients' base utilizing a minimal amount of computer memory although maximizing usability. This firm is also Internet Capable. WWW Address: HANSEN.COM.

**Employees:** 262 which includes officer(s). 160 employed here.

**Facilities:** Leases 28,000 sq. ft. in a one story concrete block building.

**Location:** Suburban business section on side street.

This business has one subsidiary.

**Subsidiaries:** 1) Hansen Information Technologies, Toronto, Canada. 15 employees. Operates as a sales office (100%) chartered 1996.  
2) Hansen Information Technologies, Melbourne, Australia. 10 employees. Operates as a sales office (100%) chartered 2001.

## SIC & NAICS

### SIC:

Based on information in our file, D&B has assigned this company an extended 8-digit SIC. D&B's use of 8-digit SICs enables us to be more specific about a company's operations than if we use the standard 4-digit code.

The 4-digit SIC numbers link to the description on the Occupational Safety & Health Administration (OSHA) Web site. Links open in a new browser window.

7372 0000 Prepackaged software

### NAICS:

511210 Software Publishers

## Banking

**BANK :** First Bank of California, Sacramento, CA

## Financials

### Company Financials: D&B

08/05/2017

### Three-year Statement Comparative:

	Fiscal Jan 31 2006	Fiscal Consolidated	Fiscal Jan 31 2004
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	Jan 31 2005		
Current Assets	9,558,432	12,644,703	11,169,666
Current Liabilities	23,903,842	17,746,326	4,217,027
Current Ratio	0.4	0.71	2.65
Working Capital	(14,345,410)	(5,101,623)	6,952,639
Other Assets	2,655,466	1,939,588	4,792,384
Net Worth	(12,980,826)	(3,924,789)	7,768,830
Sales	30,179,308	36,841,868	36,201,364
Long Term Liab	1,013,104	484,975	3,976,193
Net Profit (Loss)	(4,070,535)	515,359	4,218,902

## Additional Financial Data

Accountant: Moss-Adams LLP, Sacramento, CA.

D & B has updated this report using available sources.

## Request Financial Statements

Requested financials are provided by INFOR PUBLIC SECTOR, INC and are not DUNSRight certified.

## Key Business Ratios

D & B has been unable to obtain sufficient financial information from this company to calculate business ratios. Our check of additional outside sources also found no information available on its financial performance.

To help you in this instance, ratios for other firms in the same industry are provided below to support your analysis of this business.

**Statement Date** Jan 31 2006

**Based on this Number of Establishments** 43

### Industry Norms Based On 43 Establishments

	This Business	Industry Median	Industry Quartile
<b>Profitability</b>			
Return on Sales %	UN	( 7.5)	UN
Return on Net Worth %	UN	( 8.7)	UN
<b>Short-Term Solvency</b>			
Current Ratio	UN	1.8	UN
Quick Ratio	UN	1.1	UN
<b>Efficiency</b>			
Assets to Sales %	UN	146.0	UN
Sales / Net Working Capital	UN	2.9	UN
<b>Utilization</b>			
Total Liabilities / Net Worth (%)	UN	110.3	UN

UN = Unavailable

## Associations

## All Credit Files with Same D-U-N-S® Number as this D&B Live Report

Company Name	Type	Status	Date Created
EnRoute Emergency Systems LLC	Account - #US02D	No Action Recommended	04/02/2013 09:37 AM EDT

## Detailed Trade Risk Insight™

Detailed Trade Risk Insight provides detailed updates on over 1.5 billion commercial trade experiences collected from more than 260 million unique supplier/purchaser relationships.

### Days Beyond Terms - Past 3 & 12 Months

There is not sufficient reported trading activity to generate 3 month Days Beyond Terms (a minimum of 3 trade experiences from at least 2 companies).

There is not sufficient reported trading activity to generate 12 month Days Beyond Terms (a minimum of 3 trade experiences from at least 2 companies).

### Derogatory Events Last 12 Months from Aug 16 to Jul 17

No Derogatory trade Event has been reported on this company for the past 13 Months

### Total Amount Current and Past Due - 12 month trend from Aug 16 to Jul 17

Status	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17
Total	0	0	0	0	0	0	0	0	0	0	0	0
Current	-	-	-	-	-	-	-	-	-	-	-	-
1-30 Days Past Due	-	-	-	-	-	-	-	-	-	-	-	-
31-60 Days Past Due	-	-	-	-	-	-	-	-	-	-	-	-
61-90 Days Past Due	-	-	-	-	-	-	-	-	-	-	-	-
90+ Days Past Due	-	-	-	-	-	-	-	-	-	-	-	-

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*End of Proposal*



**Infor Public Sector, Inc.**  
**Global Operations**

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