

CITY OF GREENSBORO

# INFOR WORKFORCE MANAGEMENT (WFM) IMPLEMENTATION

RPI - WFM IMPLEMENTATION  
SOW.DOCX



Prepared For

CITY OF GREENSBORO

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# CONTENTS

Revision History.....	0
<b>1 Statement Of Work .....</b>	<b>3</b>
1.1 Term.....	3
1.2 Overview .....	3
<b>2 Project Scope .....</b>	<b>4</b>
2.1 Application Scope.....	4
2.2 Organizational Scope .....	4
2.3 Services Scope .....	4
<b>Business Processes Scope</b> .....	4
2.4 Change Management Scope .....	7
2.5 Testing Scope .....	7
2.6 WFM Module Scope.....	8
2.7 Conversion Scope .....	9
2.8 Technical Development Scope .....	9
2.9 Go-Live Scope .....	11
2.10 Project Deliverables .....	13
<b>3 Roles &amp; Responsibilities .....</b>	<b>13</b>
<b>4 Standard Assumptions .....</b>	<b>18</b>
<b>5 Proposed Project Timeline .....</b>	<b>19</b>
<b>6 Estimated Effort.....</b>	<b>20</b>
<b>7 Implementation Cost.....</b>	<b>21</b>
7.1 Estimated Effort By Resource Level .....	21
<b>8 Approval &amp; Acceptance .....</b>	<b>22</b>

# REVISION HISTORY

Date	Version	Description of Revision
08/15/2024	1.0	Initial Statement of Work Draft
10/3/2024	2.0	Added MVS + Fire in scope
10/10/2024	3.0	Added MVS

# 1 STATEMENT OF WORK

This Statement of Work (“SOW”) represents a new project-based engagement between RPI Consultants LLC (“RPI”) and City of Greensboro (“Client” or “Greensboro”). The purpose of this document is to define requirements, services, costs, and other information relevant to the work to be completed by RPI, assuming successful execution of this agreement. This SOW is considered to be the governing contractual agreement required for the engagement, subject to the terms and conditions of the Master Services Agreement, May 1, 2023, between City of Greensboro and RPI Consultants LLC.

## 1.1 TERM

The term of this statement of work begins as of the last date on the Approval & Acceptance page and continues until the project is complete, no longer than one year.

## 1.2 OVERVIEW

RPI Consultants is poised to partner with City of Greensboro to implement Infor Workforce Management (WFM). This project will encompass the deployment of Time & Attendance modules, including Absence Management, Attendance Management, Accruals, and Self-Service. The initiative also includes a significant focus on change management and a custom report development component.

As RPI Consultants, we bring to the table a wealth of experience and a deep understanding of the unique needs of public sector clients. Our approach is tailored to ensure a seamless transition for City of Greensboro, with minimal disruption to their critical operations. We are committed to delivering a solution that not only meets the current requirements but also positions City of Greensboro for future growth and efficiency.

This overview serves as an introduction to the detailed statement of work that will outline the scope, approach, and expectations for this strategic collaboration. Together, we will work towards enhancing City of Greensboro’s workforce management capabilities, ultimately benefiting their staff and the communities they serve.

## 2 PROJECT SCOPE

The following objectives provide detailed descriptions of the scope of services which will be completed during this engagement. Any services not explicitly defined in this section are considered out of scope and billed as incurred. Significant changes in scope may be estimated separately and executed through a scope change document.

### 2.1 APPLICATION SCOPE

Modules not listed are excluded from implementation service estimates.

- **Implement Workforce Management (WFM)**
  - Time & Attendance
    - Absence Management
    - Attendance Management
    - Accruals
    - Self-Service

### 2.2 ORGANIZATIONAL SCOPE

The scope, approach, and fees presented in this Statement of Work are based upon our understanding of the organization scope and requirements of City of Greensboro.

Attributes	Scope	Key Assumptions
Total Employees	~3,500 employees	
Departments	Time & Attendance: All departments Advanced Scheduling (MVS): Police, GM 911, Fire	
Unions / Bargaining Agreements	0 unions	Assumes static scope (i.e. no new contract negotiations during the project)
Current Time & Attendance System	Kronos Workforce Central	

### 2.3 SERVICES SCOPE

On the following pages we have outlined the full Project Scope we are proposing and the Services we are providing.

#### Business Processes Scope

- The RPI team will provide best practice guidance and testing support around a standardized set of business processes.
- City of Greensboro will provide consolidated representation from each business area empowered to make future state process decisions on behalf of the organization.

#### 2.3.1 Services Provided

RPI provides the following services:

- **Project Management Services**
  - Provide management of the RPI team
  - Maintain and Update Project Workplan, Status Reporting, Budget Reporting
  - Track Risks, Action items, Issues, and key Decisions (RAID)
  - Co-create project kick-off.
  - Assist in the creation and presentation of the Final (Project Closure) Report
- **Technical Services**
  - Guidance and advisory on technical topics throughout the project such as: tenant strategy, maintenance, and system/application updates, transitioning project areas, RICE development techniques, information security, etc.

- Interface Development per Integration Scope
- Data Conversion per Conversion Scope
- Extensions Development (Workflows, Configuration Console, Security) per Extension Scope
- Operational Reporting Tool Training (Cognos)
- Custom Report & Analytics Advisory & Development
- **Discovery and Design**
  - Lead the review of current processes and procedures and leverage industry best practices to design the new system
  - Conduct workshops for: Requirements gathering and documentation, Interfaces and Reports
  - Create Technical Development plan (RICE)
- **Unit Testing, System Testing, User Acceptance Testing**
  - Provide templates and requirements for functional and technical test plans
  - Prepare system for testing cycles
  - Provide consulting expertise to support analysis and resolution of test issues
  - Provide technical consulting expertise to support analysis and resolution of technical development test issues
- **Training**
  - Train Greensboro implementation project teams
  - Develop an End User Training Curriculum
  - Provide templates and guidance for Development of End User Training Materials
  - Deliver training and knowledge transfer to core project team
  - Train the Trainer approach for City of Greensboro Transactional End Users
  - Assist in development of a readiness assessment, contingency plan, and cutover plan
- **Provide Go-Live and Post Go-Live Support**

### 2.3.2 Training Scope

Detailed representation of these tasks is delineated in the Training Strategy document delivered as part of the Planning Phase of the project.

#### Training Terms Clarification

##### Train-the-trainer

"Train-the-Trainer" refers to a model that allows organizations to efficiently scale their training efforts and promote internal knowledge sharing within their user base. In this approach, a core group of individuals receive direct training and enablement which prepares them for the responsibility of disseminating training out to the broader system user population. The core group of trainers is typically comprised of experienced trainers, superusers, and/or functional subject matter experts, as identified by the Client during project planning.

##### Super User

Super Users are individuals who are expected to have advanced knowledge of the ERP system, its modules, and functionality, as well as an understanding of the way in which it supports an organization's business processes. They participate in making design decisions and provide support and guidance to other users.

##### Key Users

Key users are experts within their departments or functional areas, such as Human Resources. They may be referred to in other contexts as functional leads, business process owners, and subject matter experts. These individuals understand how the ERP system supports their department's workflows and processes, and they work closely with super users to inform the system design and implementation.



## End Users

The end user population is made up of both functional and transactional users. Functional users work with the system to perform various business processes and tasks related to their specific department or functional area. The role of a transactional user is narrower in scope, typically involving the entering or updating of transactional data within the system.

## Self Service Users

Self Service Users describes individuals who interact primarily or potentially only with the self-service modules, such as Manager Space, Employee Space, or Requisition Self Service. Self Service Users rely on the system for the completion of specific tasks but are not necessarily working in the system to perform the day-to-day responsibilities of their role.

## Assumptions

Activity	Phase	Responsible	Key Assumptions / Description
<b>Development of Training Strategy</b>	Initiate & Plan	RPI	This deliverable, covering all training to occur during the project, is intended for use by project management.
<b>Development of Training Curriculum</b>	Initiate & Plan	RPI	This deliverable, covering all training to occur during the project, is intended for use by project management.
<b>Design Enablement</b>	Analyze & Design	RPI	RPI will provide Super User Enablement to facilitate solution design.
<b>WFM Bootcamps</b>	Verify & Empower	RPI	RPI will provide Cognos and Time & Attendance training classes to enable Greensboro project team on the capabilities of the listed modules.
<b>Reporting and BI Tool Enablement</b>	Verify & Empower	RPI	RPI will provide reporting and BI enablement as outlined in the reporting scope section of this document.
<b>Testing Enablement</b>	Verify & Empower	RPI	RPI will provide Testing Enablement to project team members and any additional testers to facilitate Testing Cycles.
<b>End User Training Material Development</b>	Verify & Empower	RPI/ Greensboro	RPI will provide standard training materials and support the client in the process of customizing the materials as needed to reflect Greensboro's specific design, configuration, and business processes. Training materials will be finalized and approved by the appropriate Greensboro subject matter expert(s) prior to their use in training activities.
<b>End User Training</b>	Verify & Empower	RPI/ Greensboro	RPI will lead training for functional HR and Payroll users who are working in the system on a day-to-day basis to perform the responsibilities of their position. As part of the train-the-trainer model, Client resources will support functional end user training activities in preparation to take the lead for the rest of the users.  Greensboro trainers will conduct End User Training for the remaining population of transactional end users. RPI will provide support for the Greensboro trainers throughout training delivery.
<b>Self Service Training</b>	Verify & Empower	Greensboro	Client will be responsible for conducting Self Service Training. RPI may assist Client trainers and provide reference materials, such as job aids, to support training delivery.

## 2.4 CHANGE MANAGEMENT SCOPE

Activity	Responsible	Key Assumptions / Description
<b>Change Risk Assessment</b>	RPI	RPI Change Manager will conduct a Change Risk Assessment with the project Sponsor(s) and other leaders to evaluate the scope of the change (Change Characteristics) to be compared against the organization's overall change readiness (Organizational Attributes) to determine the project's level of change risk.
<b>Project Vision &amp; Identity</b>	RPI & Greensboro	RPI Change Manager will work with Greensboro leaders to create/finalize the project's vision statement and the associated enterprise-level value propositions. If the Client chooses to define an identity for the project and pursue project branding (project name, logo, style guide, etc.), the RPI Change Manager will contribute to and support those efforts, as needed.
<b>Development of Change Management Plan</b>	RPI	RPI Change Manager will develop a custom Change Management Plan based on insights gathered during the Initiate & Plan phase, which establishes the change management approach, roster of change roles, major deliverables, and change communication plan for the project.
<b>Change Communication Support</b>	RPI	RPI Change Manager will provide advisory support for recommended change communications with vendors and employees and provide a communication plan template and examples.
<b>Change Impact Assessment</b>	RPI & Greensboro	Following completion of the initial Design Document, RPI Change Manager will work with the RPI and Greensboro functional team lead(s) to identify the most impactful changes that the organization will experience in moving from the current state to the future state. This deliverable describes each significant change, its impacts, identifies the impacted parties, notes any related value propositions, and defines the recommended response, where called for. The assessment findings heavily inform both the training and communication strategies.
<b>Training Support</b>	RPI	RPI Change Manager supports the completion and maintenance of the Training Curriculum and execution of the overall Training Strategy, including the orchestration of training materials. Following major testing/training cycles, the Change Manager administers self-evaluations of the core project team members' transactional proficiency to ensure knowledge transfer and readiness to participate in the train-the-trainer model for end users.
<b>Change Champion Support</b>	RPI & Greensboro	With RPI Change Manager guidance, Greensboro may choose to recruit Change Champions to support the project. Champions are stakeholders not part of the core project team but interested in supporting and advocating for the project. Champions facilitate bidirectional communication for the project, act as early adopters, and gain valuable change management knowledge through their engagement with the project. Additionally, Champions may be asked to provide feedback on training materials and participate in User Acceptance Testing.
<b>Development of Sustainment Plan</b>	RPI & Greensboro	RPI Change Manager will work with the project team leads to deliver a Sustainment Plan, designed to be implemented post-live, to ensure that system adoption, utilization and proficiency continue to be reinforced after project close. Analysis will be performed to ensure that the plan is actionable and that the right Greensboro resources are enabled to carry out sustainment activities.

## 2.5 TESTING SCOPE

RPI will lead Unit Testing and System Integrated Testing. Client will take a lead role for User Acceptance Testing. Detailed representation of these tasks is delineated in the Testing Strategy document delivered as part of planning.

### Assumptions

Activity	Responsible	Key Assumptions / Description
<b>Testing Plan Development</b>	RPI	Testing Plan Development

Activity	Responsible	Key Assumptions / Description
<b>Script Development</b>	RPI: Unit Test, SIT Shared: UAT	Test Script Development Client to develop detailed WFM Pay Rule test scripts with RPI guidance, leveraging Infor delivered scripts and RPI's test script repository.
<b>System Prep</b>	RPI: Unit Test Shared: SIT, UAT	Prepare the designated WFM multi-tenant for testing cycle
<b>Testing Support, Issue Resolution</b>	Shared: Unit Test, SIT, UAT	User Testing Support and Issue Resolution
<b>Testing management</b>	RPI: Unit Test, SIT Client: UAT	Management of overall testing process
<b>User management</b>	Client	Provisioning new user accounts, role assignment and troubleshooting and resolving any issues as required to support testing process
<b>Data Validation</b>	Client	Validate all data is accurate
<b>Resource allocation</b>	Client	Providing resources to complete testing as per project schedule
<b>Test execution</b>	Client	Executing test scripts for all pay and accrual scenarios

## 2.6 WFM MODULE SCOPE

Module	Scope	Key Assumptions / Description
<b>Time &amp; Attendance</b>	Core functionality will be used to deliver configuration in WFM Time and Attendance to meet client specific requirements related to City of Greensboro pay practice and attendance policies	RPI will configure the following:  Up to 6 calculation groups  1 pay group and 1 payroll export definition
<b>Scheduling</b>	Core Time & Attendance and MVS Scheduling	RPI will take the lead in implementing MVS scheduling, guiding the process and providing training for the scheduling leads. The training will encompass the creation of necessary components for scheduling units, including various scheduling models such as rotation-based, self-scheduling, and shift templates, shift bidding and swapping leveraging Infor's Self-Service portal.  City of Greensboro scheduling team/leads will actively participate by shadowing and gradually taking charge of the system configuration for new units and departments. This concurrent approach is deemed essential to collectively address the scheduling needs of the entire population within the project timeframe.  For employees not under MVS advanced scheduling, RPI will assist City of Greensboro in creating shifts and shift patterns in WFM.
<b>Attendance Management</b>	Core Event and Violation tracking for attendance requirements/policies	Configuration to support up to 2 Attendance Policies



Module	Scope	Key Assumptions / Description
Absence Management	Core time off request, time off approval, balance and accrual functionality included.	System of Record for balances will be discussed with City of Greensboro.
Accruals	Core Accrual and Policy functionality included	If the system of record for balances will be WFM, then RPI will configure up to 4 Accrual Policies
Self-Service	Mobile (Self-Service Portal) and Desktop (Admin Portal)	All core functionality
Clocks	Infor compatible clocks	RPI will work with IOMotion vendor on the information needed for the API to bring in punches from Kronos clocks. IOMotion contract must be secured separately

## 2.7 CONVERSION SCOPE

The only converted data in scope will be an initial Balances import, performed by RPI in advance of System Integrated Test. Any additional conversions that may be required are Client responsibilities.

### 2.7.1 Conversion Tooling

The following data conversion tools may be used.

System(s)	Conversion Tooling
WFM	Core Balance import

## 2.8 TECHNICAL DEVELOPMENT SCOPE

### 2.8.1 Integrations (Core)

The work effort estimate in the SOW will be based upon RPI resources developing the following integrations. RPI looks forward to future scoping calls to help determine the extent of our technical development footprint. It is expected that this list may evolve during this process. RPI and Greensboro will collaborate to prioritize budgeted consulting efforts toward achieving the necessary development objectives.

Source System	Destination System	Assumptions
Infor HR (Employee Profile)	Infor WFM	One standard integration from Infor CloudSuite
Infor HR (Org Structure)	Infor WFM	One standard integration from Infor CloudSuite. Typically used for departments or teams. Teams are usually identified by either the HR Org Unit or the Supervisor structure.
Infor HR (Supervisor Assignment)	Infor WFM	One Standard integration from Infor CloudSuite.
Infor HR /Finance/ERP (Labor Codes)	Infor WFM	Up to 3 standard integrations for Job/Position and/or Departments from Infor CloudSuite
Infor WFM	Payroll	One standard payroll export to Infor CloudSuite Payroll
Infor WFM	Data Repository (Data Lake)	Standard Data Lake functionality
Timeclocks	Infor WFM	Either Infor Clocks or device compatible with IOMotion, to be contracted separately
Client defined	Infor WFM	Two client specific Imports or exports

### 2.8.1.1 Assumptions

Activity	Responsible	Key Assumptions	Description
<b>Integration Tool Training</b>	RPI	Client's technical / development team will participate in training	RPI will provide training on Infor WFM integration tools and techniques
<b>Integration Development</b>	RPI & Client	RPI responsible for integrations listed above. Client is responsible for all other integrations to and from the Infor system.	Creation of interfaces and integrations in Infor WFM. Client responsible for integration points other than WFM (i.e GHR)
<b>Infor WFM Compatibility</b>	Client	Client is responsible to apply updates to on-premise systems as required for compatibility with Infor Cloud integrations.	Any updates to on-premise or third-party software required for Infor integration
<b>Data Mapping</b>	Shared	Client will provide subject matter expertise on data structure of all non-Infor systems.	Mapping Infor business classes and fields to interface files and systems
<b>File Transfer</b>	Client	Client responsible for FTP/SFTP servers and processes.	Movement of data in and out of Infor
<b>Testing and Data Validation</b>	Client	Client is responsible for testing and validation of all interfaces.	RPI will provide advice and guidance
<b>Third-party relationships</b>	Client	Client is responsible for understanding and detailing non-Infor system file structure and providing timely and accurate file downloads, managing third party vendor relationships, and ensuring an adequate test environments and support from those systems with which to test Infor integrations.	Subject matter expertise and coordination with non-Infor systems and providers
<b>Single Sign-on</b>	Client	Active Directory Integration is a client responsibility.	Configure Infor to sign-on using Client's Identity Provider

### 2.8.2 Extensions Scope

Allocated RPI resources will work to support development of Extensions as outlined and prioritized by Project Team.

#### 2.8.2.1 Assumptions

Activity	Responsible	Key Assumptions	Description
<b>Requirements Analysis</b>	RPI & Client	RPI will provide advisory support to City of Greensboro in determining where configurations will be needed vs an extension or product gap.	Assist City of Greensboro in determining gaps between Client needs and Infor Delivered functionality.
<b>Technical Project Management</b>	Client	City of Greensboro is responsible for technical project management over their development team.	Provide technical project management of development activities.
<b>Extension Design</b>	Client	City of Greensboro is responsible for design documentation and testing criteria for all extensions.	Creation of requirements documentation for all extensions.

<b>Non-standard Workflow Development</b>	Client	RPI will provide advisory support within budgeted hours.	Technical development of workflows, approvals, and action requests.
<b>Alerts</b>	RPI	RPI will create up to 3 simple alerts.	RPI will advise on Alert capabilities and work with City of Greensboro to develop the alerts
<b>Tables / Maintenance forms</b>	RPI & Client	Client will define form requirements. RPI to advise and build the forms and provide knowledge transfer to Client	Table Maintenance forms created with Infor WFM framework. 3 forms per client requirements.
<b>Testing and Validation</b>	Client	City of Greensboro is responsible for testing all extensions including approval logic and approver assignments.	Validate all extensions work correctly and accurately.

### 2.8.3 Reporting

RPI Consultants has included eighty (80) hours for custom Cognos report development identified by the project team.

Activity	Responsible	Key Assumptions	Description
<b>Infor BI Dashboard and Analytics</b>	Client	City of Greensboro will update any Birst analytics.	Infor standard Analytics for Healthcare included.
<b>Custom Report Requirement Definition (Cognos)</b>	RPI & Client	Any custom report requirements gathering and/or documentation is the responsibility of City of Greensboro.  Requirements review and design sessions will be scheduled between RPI and client.	Creation of functional specification to assist technical development of custom reports.
<b>Custom Report Development (Cognos)</b>	RPI & Client	Client will participate in design discussions with RPI ,provide report output examples and approval /sign off of the report design prior to the creation of the reports.	RPI will create up to 2 medium complexity Client-defined custom reports included.
<b>Report Testing</b>	Client	All custom report testing will be the responsibility of the client's technical and functional teams.	Testing to ensure all reports are accurate and meet business requirements. RPI will unit test prior to delivery to client

## 2.9 GO-LIVE SCOPE

Once go-live is complete, RPI provides post-live support for a period of two pay periods.

During go-live and the following period of support, our consultants strive to resolve issues as quickly as possible. RPI commits to the following SLA response times for go-live and post-live support.

Priority	During Business Hours Response Time	Outside of Business Hours Response Time
<b>High</b>	Within 2 hours	Within 1 hour of next business day
<b>Medium</b>	Same day, if reported before 3:00 PM	Within 4 hours of next business day
<b>Low</b>	Same day, if reported before 3:00 PM	Within 4 hours of next business day

**Note:** Business hours are defined as 9:00 AM – 5:00 PM Eastern Time during weekdays excluding major holidays.



## 2.10 PROJECT DELIVERABLES

The following deliverables may be required or completed during the duration of the project.

	Responsibility
<p><b>Project Plan</b></p> <p>A comprehensive, mutually agreed-upon Project Plan will be generated by the Project Manager to keep the project on schedule and in scope.</p>	RPI Project Manager
<p><b>Kick Off Presentation</b></p> <p>A presentation to summarize and communicate the project methodology, timeline, and roles and responsibilities to City of Greensboro team members participating in the project.</p>	RPI Project Manager
<p><b>Project Status Reports</b></p> <p>A report of all project-related activities will be distributed to the Client and the RPI team to keep everyone informed. This will include the overall project status, project financials, Consultant activities, and as needed issue tracking. Frequency of report will depend on the stage of the project as well as Client and RPI efforts at any given time.</p>	RPI Project Manager
<p><b>Change Management Plan</b></p> <p>Establishes the change management approach, roster of change roles, major deliverables, and change communication plan for the project.</p>	RPI Change Manager
<p><b>Training Strategy</b></p> <p>Outlines training approach and responsibility for each application module and audience.</p>	Joint
<p><b>Technical Strategy</b></p> <p>Notes the development items, data copies, and tenant strategy.</p>	Joint
<p><b>End User Guides</b></p> <p>RPI will provide guidance to City of Greensboro to develop their specific training materials based on Client training preferences. Client will be accountable for end user training material development and inputting Client process specific details.</p>	Client
<p><b>Issue Management</b></p> <p>Any issues that arise will be logged and made available to all relevant parties. As the teams troubleshoot and resolve these issues, their statuses and resolutions will be reflected on the issue management log.</p>	Shared
<p><b>Testing Strategy / Plans</b></p> <p>Sample test plans will be provided by the RPI team, if applicable to the project, to assist with the System Integrated Testing and User Acceptance Testing driven by the Client. The plan is a comprehensive list of test scripts that walk through various testing scenarios.</p> <p>RPI will provide generic test scripts. City of Greensboro will customize as necessary.</p>	Shared
<p><b>Readiness Assessment, Contingency and Cutover Plans</b></p> <p>Preparation for go-live.</p>	Shared
<p><b>Project Closure</b></p> <p>At the conclusion of the engagement, RPI will perform a walk-through of the project and document, work completed, budget status, survey results, as well as any recommended next steps based on best practices and experience with other clients.</p>	RPI Consultant & RPI Project Manager

## 3 ROLES & RESPONSIBILITIES

A description of the various roles and associated responsibilities is as follows. Roles may be expanded or consolidated based on the skill sets of the assigned Greensboro associates.

### Project Management

Organization	Role	Responsibilities
<b>City of Greensboro</b>	Project Sponsor / Steering Committee	<ul style="list-style-type: none"> <li>• Assumes ultimate responsibility for the City of Greensboro Project team's success.</li> <li>• Communicates Project directives and objectives.</li> <li>• Provides timely and effective resolution to issues escalated by the Project team.</li> <li>• Designates and assures commitment of resources throughout the Project to ensure Project success.</li> <li>• Determines Project priorities and approves all changes to Project scope.</li> <li>• Provides final review and approval of Project deliverables and milestones.</li> <li>• Monitors Project quality and integrity with respect to business goals.</li> <li>• Provides positive leadership and ongoing support to all Project team members.</li> <li>• Identifies and communicates any issues of concern throughout the course of the Project.</li> <li>• Participates in monthly Steering Committee Meetings.</li> </ul>
<b>City of Greensboro</b>	Project Managers	<ul style="list-style-type: none"> <li>• Responsible for facilitating acceptance of the Project Charter and baseline project plan.</li> <li>• Assist the Project Team with logistical matters such as scheduling work and meeting space, IT/desktop resources, and meetings.</li> <li>• Manage the execution of the project plan and tracking progress on the project tasks.</li> <li>• Responsible for the development of the project communication plan (Issues and Escalation).</li> <li>• Manage the project budget and change control process.</li> <li>• Identify and coordinate additional City of Greensboro support resources needed periodically during the course of the project.</li> <li>• Coordinate and lead team status meetings to stay ahead of any issues, access and mitigate potential risks and assists City of Greensboro Functional Team Lead in keeping the project plan up to date.</li> <li>• Advise Executive/Project Sponsors on status of project.</li> <li>• Manage the relationship with RPI and other vendors as needed.</li> <li>• Ensure all the City of Greensboro work teams are completing tasks to schedule and coordinating activities appropriately.</li> <li>• Monitor, track, maintain, and assume overall responsibility for the project issues log.</li> <li>• Work with the RPI Program Manager in the escalation of issues and risk.</li> <li>• Produce formal status reports for City of Greensboro Executives.</li> <li>• Facilitate program sponsors committee meetings to engage sponsor and committee.</li> <li>• Actively monitors project to prevent scope creep.</li> </ul>
<b>RPI</b>	Project Manager	<ul style="list-style-type: none"> <li>• Responsible for the development of the Project Charter.</li> <li>• Responsible for the development of the baseline project plan.</li> <li>• Assists the City of Greensboro PM in the development of the project communication plan (Issues and Escalation).</li> <li>• Schedule the project's consulting and training activities together with the City of Greensboro Project Manager.</li> <li>• Help ensure team understanding of objectives and methodology.</li> <li>• Assign and manage RPI Consultant resources.</li> <li>• Drive deliverables, activities, and milestone achievement according to the project plan.</li> <li>• Serve as the escalation contact at RPI and work with the City of Greensboro Project Manager in the escalation of issues and risks.</li> <li>• Work with City of Greensboro management and PM to ensure timely review of change requests.</li> </ul>



Organization	Role	Responsibilities
		<ul style="list-style-type: none"> <li>Partner with City of Greensboro Project Manager to prevent "Scope Creep".</li> </ul>
RPI	Change Management Leads	<ul style="list-style-type: none"> <li>Responsible for leading development of the Change Management Plan</li> <li>Responsible for facilitating project Change Champion program</li> <li>Responsible for project level Change management tasks and execution</li> </ul>

## Functional

Organization	Role	Responsibilities
City of Greensboro	Functional Team Leads	<ul style="list-style-type: none"> <li>Actively participates in System Design to define requirements in pertinent functional areas. Includes system process requirements, conversion requirements, and high-level interface requirements.</li> <li>Defines processing roles for end users in pertinent functional areas and accommodates security requirements definition.</li> <li>Responsible for identifying and coordinating resources for Super User Training.</li> <li>Responsible for sign-off of Operating Model and Configuration Documents in pertinent functional areas.</li> <li>Responsible for supporting prioritization of technical development backlog as Process Owner.</li> <li>Responsible for providing technical development acceptance criteria as Process Owner.</li> <li>Responsible for identifying and coordinating resources for Integrated Testing.</li> <li>Identifies Integrated Testing Scenarios and provides validation/reconciliation of parallel test results.</li> <li>Responsible for data validation of all converted data in pertinent functional areas.</li> <li>Determines training requirements for end users and coordinate resources for end user training.</li> <li>Performs end user training.</li> <li>Provides sign-off of end user training materials.</li> <li>Provides sign-off of Go-Live Cutover Plan.</li> <li>Develops high priority reports using standard reporting tools.</li> </ul>
RPI	Functional Consultants	<ul style="list-style-type: none"> <li>Leads System Design by conducting interviews, assessing business needs, analyzing gaps, and providing best practice recommendations for process and system configuration in pertinent functional areas.</li> <li>Provides recommendations relative to conversion requirements, interface requirements, and end user roles/security definition.</li> <li>Prepares Configuration Documents for Operating Model.</li> <li>Configures system for Super User Training.</li> <li>Collaborates with Functional leads to identify Integrated Testing Scenarios and requirements. Provide leadership and assistance to City of Greensboro testers through Integrated Testing.</li> <li>Provides available templates for custom User Manuals and provides guidance on End User Training.</li> <li>Go-Live facilitation and post-Live application consulting expertise through first two payroll cycles.</li> </ul>
City of Greensboro	Super Users	<ul style="list-style-type: none"> <li>Responsible for individual task completion.</li> <li>Communicating and resolving issues.</li> <li>Development and testing of procedures and policies.</li> <li>Testing and documentation of functionality.</li> <li>Provide assistance and training to end users.</li> </ul>

Organization	Role	Responsibilities
		<ul style="list-style-type: none"> <li>• Develops, validates, and documents policies and procedures.</li> <li>• Provides City of Greensboro subject matter expertise.</li> <li>• Completes prerequisite web-based training courses and attends Infor Application Training classes.</li> <li>• Learns basic Infor system functionality and features and applies this knowledge to the City of Greensboro functional business needs.</li> <li>• Assumes responsibility for design decisions, execution of system setup, and validation that design meets the business needs of the organization.</li> <li>• Participates in weekly Project Team status meetings, including the preparation and presentation of a weekly Project status report by application area.</li> <li>• Identifies, communicates and resolves application team issues.</li> <li>• Learns in-depth building, maintenance and integration of system files.</li> <li>• Define, document, execute and validate unit test (Pay Rules) and system test scenarios and results.</li> <li>• Validates converted and/or interfaced data.</li> <li>• Participates in design reviews as designated in the technical development strategy and at the direction of the Functional Team Lead/Process Owner.</li> <li>• Develops and documents end-user training materials.</li> <li>• Conducts or assists in end-user education as needed.</li> <li>• Communicates business process changes to City of Greensboro personnel, including policies and procedures.</li> <li>• Participates in report definition, prioritization, and development.</li> <li>• Assists with identification and validation of security needs.</li> <li>• Effectively communicates throughout the course of the Project.</li> </ul>

**Technical**

Organization	Role	Responsibilities
RPI	Lead Technical Consultant	<ul style="list-style-type: none"> <li>• Interfaces                             <ul style="list-style-type: none"> <li>○ Responsible for identifying all interfaces needed to, from, and within Infor WFM</li> <li>○ Responsible for WFM interface development per interface scope</li> </ul> </li> <li>• System Administration                             <ul style="list-style-type: none"> <li>○ Open and manage Infor Xtreme incidents during the project implementation.</li> </ul> </li> <li>• Reporting                             <ul style="list-style-type: none"> <li>○ Responsible for report development per reporting scope</li> </ul> </li> <li>• Security                             <ul style="list-style-type: none"> <li>○ Work closely with the functional team, responsible for modifying delivered security roles as needed.</li> <li>○ Accountable for assigning the correct security role to each resource.</li> <li>○ Accountable for ensuring that all resources have actor, agent, and/or context records as needed.</li> <li>○ Work with Super Users and SMEs to ensure security is working as designed during Integrated Testing and User Acceptance Testing.</li> <li>○ Resolve issues identified in testing and following Go-Live</li> </ul> </li> <li>• Integrated Testing and User Acceptance Testing                             <ul style="list-style-type: none"> <li>○ Assist in the resolution of issues identified in testing and following Go-Live.</li> </ul> </li> <li>•</li> </ul>
City of Greensboro	Technical Team	<ul style="list-style-type: none"> <li>• System Administration</li> </ul>

Organization	Role	Responsibilities
		<ul style="list-style-type: none"> <li>○ Understand and support both Infor hosted applications and environments.</li> <li>○ Deliver integrations for applications outside of WFM</li> <li>○ Provision all system users and administers security authentication and access.</li> <li>○ Accountable for the various environments, product lines and advanced technologies in terms of system performance, administering user accounts, requesting system updates and resolving system issues.</li> <li>○ Coordinate database/environment copies to support project activities.</li> <li>○ Coordinate system updates and applies patches as needed.</li> <li>○ Initial point of contact for any technical system issues, escalating to RPI or Infor as needed.</li> <li>● IPA             <ul style="list-style-type: none"> <li>○ Responsible for building and editing process flows used throughout CloudSuite.</li> <li>○ Create new flows to support the interface plan.</li> <li>○ On an ongoing basis continue to monitor and resolve issues that may arise with flows.</li> </ul> </li> <li>● Reporting             <ul style="list-style-type: none"> <li>○ Birst Admin</li> <li>○ Responsible for report development per reporting scope</li> </ul> </li> <li>● Security             <ul style="list-style-type: none"> <li>○ Work closely with the functional team, responsible for modifying delivered security roles as needed.</li> <li>○ Understand Landmark Pattern Language (LPL) in order to recommend system modifications or enhancements.</li> <li>○ Accountable for assigning the correct security role to each resource.</li> <li>○ Accountable for ensuring that all resources have actor, agent, and/or context records as needed.</li> <li>○ Work with Super Users and SMEs to ensure security is working as designed during Integrated Testing and User Acceptance Testing.</li> <li>○ Resolve all issues identified in testing and following Go-Live</li> </ul> </li> <li>● Interfaces             <ul style="list-style-type: none"> <li>○ Identify the fields that will need to be mapped between systems.</li> <li>○ Responsible for coding and unit testing all interfaces identified during Design, per the specifications provided by the project team.</li> <li>○ Work with Super Users and SMEs to ensure interfaces are working as designed.</li> <li>○ Responsible for interface development per interface scope</li> </ul> </li> <li>● Integrated Testing and User Acceptance Testing             <ul style="list-style-type: none"> <li>○ Assist in the resolution of all issues identified in testing and following Go-Live.</li> </ul> </li> </ul>

## 4 STANDARD ASSUMPTIONS

- RPI resources will be given all necessary credentials and access to the servers/environments/applications in-scope for the project, including unimpeded access to independently initiate a remote connection. This may include Administrative System Access. If RPI resources are asked to work over screen-share, such as Teams or Webex, a change request for additional work effort will be needed to account for the loss in efficiency.
- Client will provide an Infor WFM development environment representative of production where RPI can develop the requested solution.
- Client will coordinate code promotion and deployment between environments/product lines as needed to meet project milestones.
- RPI will be provided with access to Infor Concierge to open support incidents under Client account.
- Client is responsible for ensuring resource availability, coordination, scheduling, and attendance to meet the timeline and support the overall success of the project.
- The Client will provide detailed requirements and UAT criteria for all desired development work. RPI will engage in an advisory role, as needed, to build consensus and provide guidance on standardization to leading practice.
- Client is responsible for testing and approving all application and environment configurations, extension changes, and development work prior to deployment to production.



## 6 ESTIMATED EFFORT

Greensboro and RPI project teams will work together to estimate the client-side effort. As part of our planning phase, we will engage in resource leveling to ensure the alignment of resources with the services scope outlined in the Statement of Work. It is anticipated that Greensboro resources will actively participate and will likely exceed RPI resources' time commitment during the project due to the overall complexity of this project, which involves migrating and integrating multiple software systems, extensive data transfer, and configuring new Infor CloudSuite modules. Because of the anticipated project workload, the Greensboro team will be responsible for in addition to their daily duties, we strongly recommend considering a staff augmentation and backfill plan for key resources involved in this project to ensure its successful execution.



# 7 IMPLEMENTATION COST

## 7.1 ESTIMATED EFFORT BY RESOURCE LEVEL

Role / Task	Hourly Rate	Hours Estimate	Cost Estimate
Senior Project Manager	\$205	1,010	\$207,050
Change Manager	\$185	300	\$55,500
Principal WFM Consultant (T&A)	\$220	1,768	\$388,960
Principal WFM Consultant (Tech)	\$220	496	\$109,120
Principal WFM Consultant (MVS)	\$220	1,060	\$233,200
WFM Business Analyst	\$145	232	\$33,640
<b>Total</b>		<b>4,866</b>	<b>\$1,027,470</b>

The above work effort is an estimate; all work is performed on a time and materials basis. The projected resource level mix represents our best estimate. RPI manages projects to total budget.

### 7.1.1 Travel

RPI will charge all reasonable out-of-pocket expenses. Out-of-pocket expenses include such items as travel, lodging, airport parking, and/or mileage at the rate published by the IRS. All expenses shall be reimbursed for actual out-of-pocket amounts, except for meals. Meals shall be reimbursed based on current GSA standard per diem rates.

Onsite visits incur a minimum of 8 billable hours per day.

### 7.1.2 Rate Card

RPI charges rates based upon Resource Level. The rate card for this statement of work is provided below:

Resource Level	Hourly Rate
Partners & Practice Directors,	\$240
Principal Consultants, Program Managers, Practice Managers, Solution Architects	\$220
Senior Project Managers, Lead Application Consultants, Lead Technical Consultants	\$205
Project Managers, Technical Consultants, Functional Consultants	\$185
Business Analysts, Technical Analysts, Project Coordinators	\$145

**Note:** The above rates are valid through the term of the agreement.

# 8 APPROVAL & ACCEPTANCE

IN WITNESS WHEREOF, the parties hereto each acting with proper authority have executed this Statement of Work. By signing below, Client hereby acknowledges and agrees to the work required as documented herein, and to the payment of the fees required herein.

<b>CITY OF GREENSBORO</b>	
Printed Name	Title
Date	Signature
<b>RPI CONSULTANTS LLC</b>	
Printed Name	Title
Date	Signature
<b>INVOICE &amp; CONTACT INFORMATION</b>	
Contact Name	
Contact Address	Contact City, State, Zip
Email Address	<input type="checkbox"/> Please Check for Invoicing via Email <input type="checkbox"/> Please Check if PO# is Required
PO# or Other Instructions	