Ciber Inc. Response to:

The City of Lee's Summit, Missouri
RFP# 2016-111
Consulting Services - Lawson Upgrade

ANSWERS TO INTERVIEW QUESTIONS

27 June, 2016

This Proposal was Prepared for:

DeeDee Tschirhart
220 S.E. Green Street
Lee's Summit, Mo 64063
Telephone: 816.969.1087
Email: deedeetschirhart@cityofls.net

Presented in Confidence by:

Steve Brown, Client Partner
Telephone: 720.454-8429
Fax: 303. 220-7100
Email: SBrown@ciber.com

Ciber, Inc.
6312 S. Fiddlers Green Circle
Suite 600E
Greenwood Village, CO 80111
www.ciber.com

ciber®

June 27, 2016

Dee Dee Tschirhart
City of Lee's Summit
220 S.E Green Street
Lee's Summit, MO 64063

Dear Ms. Tschirhart:

Many thanks for providing Ciber the opportunity to meet with you to review our proposal for the V10 Upgrade. We are grateful that you provided in advance the questions that will be addressed during the interview.

We appreciate the thorough nature of your process, and feel strongly that Ciber will stand up well to a careful examination of our experience, skill set, methodology and client satisfaction. The reality is that our unmatched experience regarding V10 upgrades provides Lee's Summit with the best value, the lowest risk and the most predictable, positive outcome.

Attached are the question that you provided and our answers. We look forward to expanding on those answers and addressing any and all secondary questions during the June 27 interview.

Thanks for this opportunity to be of service!

Regards,

Steve Brown
Client Partner

Ciber's Answers to Interview Questions

Ciber's Answers to Interview Questions

1. Of your 33 completed upgrades, how many were Windows / SQL Server upgrades? What was the average duration of these projects?

Response

Ciber now has taken 62 customers live on v10 via upgrade. 32 of those customers have been on Windows hardware.

The typical duration of an upgrade project is 5-6 months. This varies based on the customer and the scope of the upgrade project. Ciber is here to assist Lee's Summit and make sure realistic expectations are set during project planning.

2. Are the 40 hours quoted to guide the City regarding modifications, customizations, and interfaces, specifically for those areas that City is responsible for configuring?

Response

If we understand the question correctly, Ciber has provided a set number of hours to support migration of modifications. The City will be primarily responsible for this task.

3. What tool will the Project Schedule be developed in?

Response

Ciber uses Microsoft Project. Some customers choose to utilize different tools to manage the project plan.

4. Will tasks for Ciber and the City be included in the same Project Schedule?

Response

Ciber is responsible for working with the Lee's Summit team to create the initial project plan, which will include the tasks for within the project scope. After that the Lee's Summit project manager is responsible for building in tasks specific to Lee's Summit.

5. What role with the Ciber PM have in maintaining the Project Schedule?

Response

The Ciber Project Manager will ensure scope and timeline compliance for the Ciber team members. The Ciber PM will also provide guidance for this task for the City, but Lee's Summit is responsible for maintaining the plan through the course of the project.

6. In which phase will Ciber provide guidance to Lee's Summit in count and sizing of servers to be built which will host Infor Lawson 10.x? What deliverable will be produced for this activity?

Response

The pre-installation call is one of the very first tasks to complete in the Design phase of the project. During this discussion Ciber will provide guidance on the technical architecture. Deliverables include a pre-installation checklist and a Lawson Install Values template.

7. **What is included in the Software Installation Documentation deliverable? Can you provide a sample?**

Response

Install exit documents are a step-by-step documenting of the install process that includes screen shots of each step and a table of contents to facilitate navigation. They are extremely detailed, and an exit document will be provided for each product installed.

We will look at on-line examples of project documentation during the interview.

8. **Please describe in more detail what occurs during the Business Process and Technical Analysis phase.**

Response

No Business Process Analysis is included in the scope of this project. It is assumed that Lee's Summit is not changing what you do in Infor during the project.

Technical analysis is sometimes needed to finalize the modification migration strategy and complete the inventory of modifications. The Lee's Summit team will be responsible for this task.

9. **We've heard through references that the configuration of IPA can be challenging and should be the responsibility of the consultant. Did Ciber include this as part of their scope of work?**

Response

Ciber included Landmark/IPA installation and smoke tests, along with the upgrade of ProcessFlows to IPA and the migration of ProcessFlow data (tasks, roles, etc) to the new system. Ciber has included 24 hours to assist with issues that may arise with configuration, but Lee's Summit will be ultimately responsible.

10. **Is Ciber's Landmark IPA workshop for admins and developers included within the scope of work? If not, what is the cost, timing, location, etc. for this training?**

Response

This workshop is not included in the current scope of work. Ciber offers a 4-day Landmark/IPA workshop that takes place onsite and on the Lee's Summit system. The cost of the workshop is $10,000 plus travel expenses for 1 trainer. A sample agenda is included as an attachment to this document.

11. **Page 28 and page 37 indicates that Ciber will deliver Ming.le Differences training to our team. Page 34 indicates there is No team training. Please clarify.**

Response

The Ming.le Differences Workshop is a live Webex presentation on the differences between the Portal and Ming.le user interfaces. It is included in the scope of this project.

12. What should we know about SharePoint? We are getting mixed messages from references, all using SharePoint Foundation, as to the level of knowledge our staff should have prior to the upgrade project beginning.

Response

Ciber will discuss this further during the presentation. Lee's Summit will be using Ming.le Foundation, which requires the SharePoint Foundation.

13. What other training should City staff take on their own prior to the start of this project?

Response

The answer to this question varies based on the existing skill level of Ciber customers. As a general guideline:

- Ciber recommends some form of Landmark training if Landmark is new to Lee's Summit.
- The Ming.le Differences workshop is very helpful to end-users.
- Application Differences training is not necessary, but some customers choose to include application training with the upgrade project if a knowledge gap exists.

14. Did Ciber include the following activity in their responsibilities: identify Infor Lawson metadata elements (e.g., user records, security setup, job definitions, recurring jobs, job history, print files, printer definitions) that will be migrated to the new version 10 Production System and the migration of these identified components of the metadata from the current 9.0.1 Production System to the newly built version 10 Production ERP System?

Response

Ciber will be responsible for migration of environment data, which includes the items listed. Ciber will schedule a pre-upgrade call to finalize what will be migrated and if it will be necessary to re-migrate items (such as users) prior to the cutover. It is important to document this strategy and describe the risk that exists with migrating certain metadata elements.

15. Did Ciber include in their responsibilities installing v10 in both Production and Test environments? And, how many product lines in each environment will be created?

Response

2 environments, 1 product line in each environment.

16. What challenges, if any, has Ciber experienced during or after a v10 upgrade with the integrations to external suppliers like MHC and BSI? Are there steps Lee's Summit should be taking now to address these integrations?

Response

Vigilant system testing that includes both base-Lawson applications and interfaces to 3rd party suppliers is critical to the project. Lee's Summit can begin today by gathering test plans and test scripts from previous projects and determine if all business activities are included in the test plan.

17. Are any and all documents that Lee's Summit posts to the PMRx SharePoint site available to Lee's Summit upon project completion?

Response

Yes, the PMRx site is available to Lee's Summit for a period of time following the completion of the project. If desired, we can look at PMRx on-line during the interview.

18. $6,960 in Travel expense was estimated. Please outline the specific trips planned, purpose, and attendees.

Response

Project Manager: 1 trip for project planning.

Technical Lead: 2-3 trips to lead modification migration effort and assist with unit testing & issue resolution.

19. The RFP had the following included within the scope of services. Did Ciber include this in their estimate?

> **Provide a recommendation for a budgeting solution and the costs and timeline associated with the migration from LBP to new solution**

Response

Ciber's recommendation is to continue the v10 upgrade process with the intent of pointing LBP back to the v10 system. The City has indicated an inclination toward Infor d/EPM as a possible budget planning solution. Ciber has provided a high-level cost range for implementing this very newly released application (released during the Lee's Summit RFP process). It is not appropriate for any consultant to attempt to provide accurate selection guidance and implementation pricing regarding a budget solution without first understanding the City's goals and requirements – something that typically cannot occur as part of an RFP process. Ciber is happy to execute discovery at no cost to Lee's Summit to determine what budget planning solution is the best fit for Lee's Summit, and to then provide an accurate, detailed estimate for implementation and integration.

20. Are the resources noted in the proposal document the ones that will be completing the work on the project for Lee's Summit?

Response

Yes. If appropriate time before the project start is provided, Ciber intends to assign the resources noted to the Lee's Summit upgrade project. Ciber's project portfolio is constantly changing, and we cannot guarantee that all resources will be assigned to the project. But based on current projections this is the team who would be assigned if an agreement can be finalized quickly.

21. What process will you employ to assure the city that you will not go over the hours proposed in the submitted document?

Response

Proactive communication with the project team to make sure everyone is clear on the project scope, and frequent communication between project managers to actively monitor the project budget and issue log.

The most frequent cause of budget overages on upgrade projects are related to project scope. Ciber will manage the issue log and rely on the Lee's Summit team to take an active role in resolving product-related issues with Infor if necessary.

22. Will the firm be forthright about areas where they will not need to use all of the hours noted, and not charge the city for them? How will the firm communicate utilization of hours, by task, during the project?

Response

Ciber commits to only billing value-added time to the project.

A bi-weekly budget report will be provided to Lee's Summit. This will provide an overall budget summary as well as details for each task. If Lee's Summit wishes to review the day-to-day time billed to the project, Ciber is able to provide that detail as well.

23. What level of retainage is your firm comfortable with? Timely completion of this project is important.
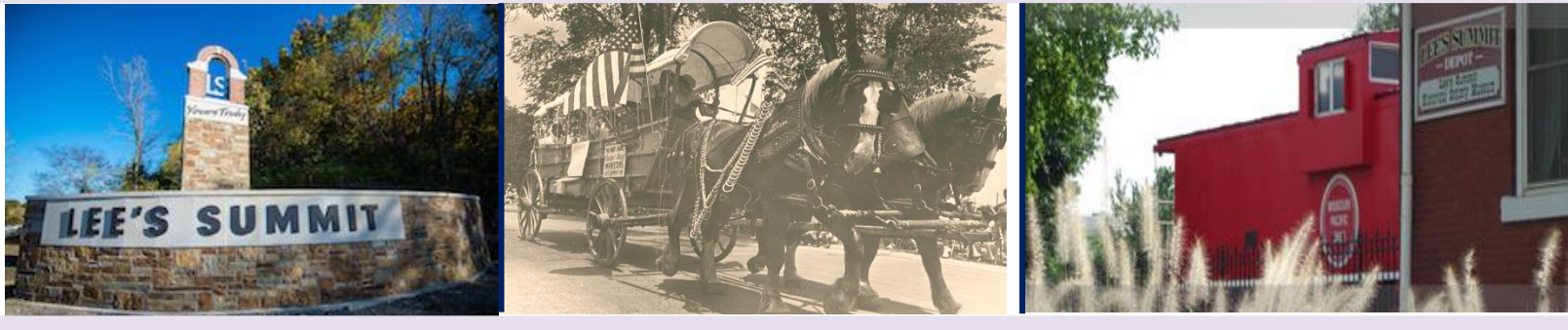
Response

In our RFP response, we noted a 4% retainage. We welcome the opportunity to discuss this with you.

SAMPLE IPA WORKSHOP AGENDA

Infor Process Automation Workshop
Agenda

Introduction

This document outlines the agenda of the Infor Process Automation workshop.

Helpful knowledge (but not required)

- HTML Basics
- SQL Basics
- XML Basics
- JavaScript Basics

Agenda

Day 1 AM 1 – 2 Hours
- Introductions
- Week's Agenda
- ProcessFlow Overview Presentation
    - Uses of ProcessFlow
    - Designer
    - Scheduler
    - Administrator
    - ProcessFlow Examples
- Initial design overview

Day 1 AM Continued

- Process Flow Administrator
- Introduction to Scheduler
    - Explain Concept
    - Introduce Screens
    - Triggered Vs. Scheduled
- Introduction to Administrator
    - Explain Concept
    - Error Logs
    - Process Status
    - Work unit Introduction
- Introduction to Configuration
    - Service Definition
    - User Groups
    - User Tasks
    - System Configuration and Configuration Sets

Day 1 PM – Process Flow Designer
- Process Flow Designer
- Introduction to Designer
    - Logging In
    - Functions
    - Connecting Nodes
    - Building a Flow
    - Error Log
- Build Flow

Infor Process Automation Workshop
Agenda

- o Use Email Node
- o Use Assign Node
- o Use Query Node
- o Use Branch Node
- Schedule a flow to run over night

Day 2 AM
- Nodes
  - o Approvals
    - ▪ Inbaskets
  - o Resource Queries
  - o System Commands
  - o Approvals
  - o File Processing
- Assign Users an In-Class Assignment

Day 2 PM

- Additional Exercises/ Review
- Design a ProcessFlow with the help of Users
  - o Functional Design of a ProcessFlow to solve a current problem

Day 3 – AM

- Recap Day 2
- Additional Nodes
  - o SQL Query
  - o Additional Nodes

Day 3 – PM

- Technical Design of a ProcessFlow

Day 4 – ½ Day – Full Day

- Recap Workshop
- Answer questions and support where needed
- Practical Applications – next steps