



INFOR Cloudsuite

Presented by:
INFOR Steering
Committee
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Background



Original INFOR System implemented in 2015 at a cost of \$6.2 million expended of \$6.6 million allocated



System upgrade approved on August 31, 2021



Upgrade would move Finance, Human Resources, and Purchasing system from single tenant to a Software-as-a-Service solution and extend system useful life.



Funds included in the 2021-22 Adopted budget for the upgrade in the amount of \$4.4 million. An estimated \$1.2 million has been spent to date.



Project started after approval with initial target go-live of January 2, 2023

Work Completed to-Date

Current State Analysis & Requirement Reviews

Deep Dive into Current System Usage and Business Processes
Identify Key Opportunities for Improvement
Document Requirements for Future Design



Super User Enablement & Future State Design

Train Users on "OOTB" Functionality
Identify Gaps between "OOTB" Functionality & Desired Future State
Develop New Global Ledger Structure
Finalize Future State Design



Data Migration & Testing

1st Data Migration & Issue Resolution
2nd Data Migration & System Integration Testing & Issue Resolution

Challenges

Any large-scale IT project is likely to face some level of unexpected challenge. Unfortunately, the INFOR project is not unique in that regard.

- Original project timeline tight due to project approval and consultant agreement taking longer than expected
- Resource Constraints - Greater demand from DFS and HR Management than originally expected due to condensed timeline
- Technical Complexity
 - Although an "upgrade", Infor CloudSuite is a complete ERP Implementation
 - Global Ledger development
 - New technical knowledge needed to develop workflow and reporting elements

Recommendation

STEERING COMMITTEE RECOMMENDATION: Extend Project Timeline with a Go-Live July 2023

BENEFITS

- Reduce project team resource constraints by eliminating overlapping work activities
- Additional time to develop automation & efficiency enhancements
- Additional time for testing & issue resolution
- Extended end user training & documentation development

	Current Budget	Proposed Revisions	Revised Budget
Project Costs			
Implementation Consultant (RPI)	2,740,520	648,890	3,389,410
Data Archive (Infor)	0	40,320	40,320
MHC Migration	0	36,000	36,000
Project Staff (Backfill)	1,370,000	(207,600)	1,162,400
Contingency (10%)	274,052	(202,052)	72,000
Total Project Costs	4,384,572	315,558	4,700,130
	Current Budget	Proposed Revisions	Revised Budget
Funding Sources			
General Fund	1,870,000	0	1,870,000
2020-21 Carryforward	568,000	250,055	818,055
ACO	1,446,572	65,503	1,512,075
IGT	500,000	0	500,000
Total Funding Sources	4,384,572	315,558	4,700,130

Alternative 1

ALTERNATIVE: Proceed based on original timeline developed (not recommended)

CHALLENGES

- Would require that project team, including Management staff, be dedicated to project full-time
- Significant operational impacts including slower timeframes for contract development, delay in recruitments & classification studies, and limited support for key initiatives
- Project schedule requires overlapping phases and does not allow adequate time for end user training and support
- May result in postponing certain functionalities and additional costs for post go-live support

Alternative 2

ALTERNATIVE: Cancel Project and source new system (not recommended)

CONCERNS

- Costs already incurred would be sunk costs.
- Existing system support expected to sunset in the next 2-3 years.
- Time investment to issue RFP, select and implement new system would be substantial.
- Costs for new system and implementation could range from \$6 million to \$16 million
- Impact to staff morale

Team Lead Perspectives

Leads Consensus: System offers significant improvements and will improve business processes, but more time is needed.

Human Resources:

- Automation (I.e. Personnel Action Forms, life changes benefit modifications)
- Increase access to users countywide
- Improved processing & reporting (I.e. position control / position budgeting)

Supply Chain:

- Contract Management (I.e. workflows, electronic signature)
- Improved reporting (I.e. tracking of purchases)
- Automation (I.e. requisition workflows, vendor requests)

Finance:

- Flexible and dynamic Global Ledger structure to meet accounting & budget needs
- Security & control structures (I.e. secure data level processing)
- System flexibility (I.e. additional fields for data collection & reporting)

Future Infor Related Costs

Workforce Management (WFM) Timekeeping System

Time Study / Cost Allocation System

Sherpa Budget System

Ephesoft Document Automation System