

# Make the mark.

City of Petaluma, CA | November 6, 2024  
Proposal for Implementation Advisory Services



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Wealth Management.

November 6, 2024

Jessica Gooch and Linda Le  
City of Petaluma  
11 English St.  
Petaluma, CA 94952

Dear Jessie and Linda:

Thank you for the opportunity to advise the City team through the ERP selection project. In response to our discussion regarding implementation assistance, we understand that the City of Petaluma is interested in additional support services from Plante Moran during the upcoming implementation project. Plante Moran's government consulting team offers experience providing implementation assistance for similar government organizations implementing Workday and SpryPoint software. Some key benefits of continuing to work with the Plante Moran team on the ERP implementation project are as follows:

- **Understanding of the City's needs.** Members of the proposed team have been deeply involved with the City's ERP selection project from the start. This allowed our team to foster a relationship with City staff and develop an understanding of the City's processes which will set the stage for a successful implementation and reduced duplicated efforts.
- **Recent client implementation experience.** Plante Moran's 30+ implementations in the last 4 years position our team to leverage key lessons learned and share them with your team.
- Plante Moran has cultivated a unique ability to serve governmental organizations. We have **more than 65 years of service in the government sector** and have more than 200 staff in our public sector practice.
- Plante Moran has developed a **strong understanding of best practices on over 30 years of enterprise system experience with governmental clients.** We bring a breadth and depth of experiences supporting implementations and enabling our clients to optimize core business processes in a new ERP system.

***Plante Moran Difference:** "While a local government might do an ERP implementation every 15 to 20 years, Plante Moran consultants are leading those projects every day. '...' When leaders from other cities ask me about Plante Moran, I always recommend them. They have a proven track record and offer support and fresh perspective at every turn."*

- Rich Lee, Assistant City Manager, City of South San Francisco, CA & former Finance Director, City of San Mateo, CA

Our proposal further describes our implementation approach, proposed engagement team, and fee summary. We look forward to the opportunity to work further with you and the City of Petaluma. Once you have had the opportunity to review this proposal, please contact me or Brian Pesis to discuss next steps.

Sincerely,



Mike Riffel, Partner

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# Implementation approach

We understand the City would like assistance from Plante Moran to drive success and minimize risks associated with the ERP implementation project. We are proposing a comprehensive level of effort for the implementation that includes a suite of services including project management and subject matter expertise. Plante Moran would serve in a co-project manager role with the City's Project Manager to assist with the implementation of the selected ERP solution (Workday with SpryPoint). Our proposed team will also mentor the City's Project Manager on previously identified requirements as required, implementation lessons learned, best practices, and key considerations.

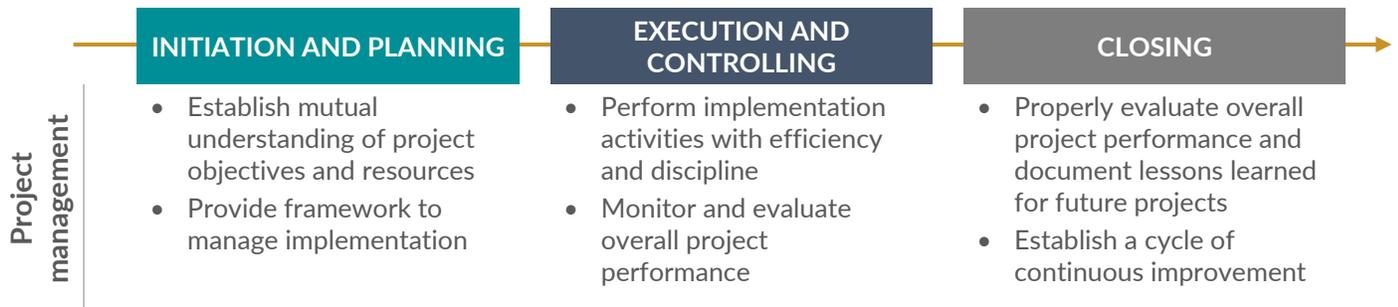
Plante Moran proposes the creation of a project management office (PMO), with sponsorship, governance and critical decision making by the City and support from City staff, Workday, Strada (formerly known as Alight), SpryPoint, and others as needed, to direct all project management activities and oversee the completion of implementation objectives in each of the project phases. Plante Moran will be an integral part of the PMO and will advise the City on decision making, budget, approach, scope, risks, resourcing, and other project related matters.

Our services includes a deep bench of team resources that will be pulled into the project as necessary, including the following activities that are outlined in more detail on the following pages:

- **Project management:** During implementation, we will assist the City with a variety of project management assistance, including but not limited to: leading project management meetings, monitoring project timeline and budget, providing input in implementation sessions, monitoring tasks, issues, and action items, reporting to the project steering committee, ensuring vendor contract compliance, reviewing deliverables, reviewing change orders, and other tasks that arise during the implementation. During an implementation, there are other tasks where we can provide assistance based on the City's specific needs, such as managing the testing process, supporting data conversion, and other needs as identified during the project.
- **Subject matter expertise:** As necessary, Plante Moran can bring in resources as needed to assist with topics that arise during implementation that require a deeper dive. This includes, but is not limited to, process and policy documentation (in Finance, Human Resources, and Utility Billing), chart of accounts guidance, internal controls, cybersecurity, and technical guidance. The City will work with Plante Moran's project manager to include these resources upon request during the appropriate implementation sessions and follow-up to ensure that the system is configured to suit best practices.

# Project Management Services

During the implementation, we will provide project management guidance and support. The following summary activities are examples of the types of project management services Plante Moran team can provide the City during the various phases of an implementation. We will follow the project management principals below:



## Project Initiation and Implementation Planning

As part of the initiation and planning phase of an implementation project, there are a number of project activities that will be performed to ensure that a solid foundation for moving forward has been established.

We would work with the City and the solution providers (Strada, Workday, and SpryPoint) during the initiation and planning phase on the following activities:

- Meet with the City and the solution providers for start-up activities.
- Conclude on roles and responsibilities of all parties involved.
- Conduct a project expectation alignment session with City staff.
- Present to the City team on implementation lessons learned prior to the start of the implementation
- Facilitate a risk management session with City staff and the solution providers.
- Participate in up-front kick-off consulting sessions conducted by the solution providers.
- Develop and implement appropriate tools for managing the project based on the unique needs of the City, such as:
  - Project charter, including project governance structure and roles and responsibilities
  - Project management plan, including risk and issue management
  - Project implementation plan and schedule
  - Staffing plan
  - Budget tracking tool

## Project Execution and Controlling

Upon completion of the initiation and planning stages of each phase, the project will migrate to an execution and controlling phase in which the project tasks defined during the planning stage will be performed. In essence, this phase of the project is where most activities and time will be spent managing and controlling the project. During the implementation, we can support with the following activities:

- Act as a member of the functional team providing team oversight and ensuring that existing business processes are challenged during implementing those module(s).
- Maintain the project collaboration site and manage project artifacts.
- Manage activities of the teams for all ERP implementation phases.
- Help the City coordinate project resources.

- Participate in consulting sessions with the City and the solution providers.
- Participate in project management meetings with the City and the solution providers.
- Work with the solution providers to manage the project scope and schedule.
- Monitor project timeline progress as updated by the solution providers.
- Work with team leads and steering committee members to stay on task.
- Maintain and report on project risks, issues, action items, and decisions.
- Participate in project steering committee meetings.
- Provide written project status summaries to the project team, Steering Committee, and sponsor.
- Escalate issues to vendor leadership as necessary, so the City can maintain its relationship with vendors
- Work with the City and the solution providers to manage the project budget.
- Review project change orders.
- Monitor compliance to the negotiated contract.
- Provide recommendations for acceptance/conditional acceptance/non-acceptance to the City
- Provide acceptance testing guidance and assist with test plan.
- Review and manage the go-live check/punch list

## Project Closing and Post Implementation Support

Upon completion of the executing and controlling phases of the project, the project will transition to a project closing and transition to support phase in which much of the time will be spent on resolving go-live issues and transitioning from an implementation to an on-going operational state of the system. During the project closing phase, we will help with the following activities:

- Identify post-implementation team activities that still require resolution.
- Ensure proper documentation is provided to administrators, power users, and end users.
- Define post go-live support requirements both on-site and offsite.
- Develop a transition plan and approach from the vendors to the City.
- Work with the City to develop and document on-going system support procedures.
- Determine who will maintain issues log for each of the teams and at a PMO level.
- Determine who will be monitoring error logs for the system on a regular basis.
- Finalize the ongoing support structure including roles and responsibilities.
- Close-out all contracts.
- Conduct a post-implementation debrief and document lessons learned

## Subject Matter Expertise

Throughout the course of an implementation, the City can expect a wide variety of topics to arise. In an effort to assist with these areas, we have proposed a set budget for subject matter expertise to be utilized on an as-needed basis. This section describes potential projects, including but not limited to:

- Finance subject matter expertise
  - Process and procedure documentation
  - Policy creation and documentation
- Human Resources subject matter expertise
  - Process and procedure documentation
  - Policy creation and documentation

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- Utility billing subject matter expertise
    - Process and procedure documentation
    - Policy creation and documentation
  - Internal controls and risk management
    - Internal controls review
    - Segregation of duties analysis
  - Cybersecurity
    - Server configuration review
    - Cloud environment security assessment
    - Review of maintenance and upgrades
  - Infrastructure and technical guidance
    - Review of technical environment
    - Assistance with changes to technical environment
    - Sourcing assistance
  - Data conversion and governance
    - Data governance assistance
    - Data conversion guidance
    - Data conversion execution
    - Data archiving/warehousing assistance
    - Analytics/reporting assistance
  - Interface development and application migration
    - Review of application portfolio and integration
    - Identification of integration points
    - Guidance on issues and best practices identified during integration development

# Project team

The following table lists the key personnel for this project and a description of the role each will serve. Availability assumes a project start date of January 1, 2025. Other staff may be assigned as needed.

Project Staff	Project Role
<p><b>Mike Riffel</b> Partner</p>	<p><b>Project Engagement Partner</b></p> <p>Mike has overall responsibility for ensuring that all project tasks throughout the entire project are completed within schedule and budget. He also will ensure that all project deliverables meet the required quality standards and be available for executive level discussions as needed.</p>
<p><b>Brian Pesis</b> Senior Manager</p>	<p><b>Project Director</b></p> <p>Brian will provide oversight of the project as a whole. His experience assisting clients with ERP implementations (including Workday and SpryPoint) paired with his experience working with Petaluma will allow him to ensure the implementation progresses smoothly. Brian will regularly participate in Executive Steering Committee meetings.</p>
<p><b>Nina Rajcevic</b> Manager</p>	<p><b>Project Manager</b></p> <p>Nina will collaborate with the City’s Project Manager to facilitate execution of the project workplan and schedule, while managing the Plante Moran project team. Her experience working with Petaluma will allow her to better manage the project implementation workplan, day-to-day project activities and status meetings, and development of project deliverables.</p>
<p><b>Adam Ben-Moche</b> Senior Consultant</p>	<p><b>Project Management Consultant</b></p> <p>Adam will help with project management and support activities such as data conversion, testing, and action item tracking. His experience working with Petaluma and deep understanding of business processes positions him as a strong consultant to support each phase of the implementation.</p>
<p><b>Additional Consultants</b></p>	<p>Based on the unique needs the City identifies throughout the life of the project, we will identify and utilize additional consultants on this project. This may include areas such as subject matter experts for Finance, Human Resources, Payroll, utility billing, internal controls and risk management, cybersecurity, infrastructure, or any other areas as required.</p>

# Project fees

As described above, we are pleased to offer the City the benefits of a Project Management Office (PMO) approach consisting of multiple staff from Plante Moran interacting with the vendor(s) and City staff. This approach offers significant benefits over the traditional “contract project manager” approach, including lower risk of staff turnover and the benefits of the expertise of multiple staff across the duration of the implementation effort. In addition, this approach allows for the right staff to be easily and economically drawn into the project as needed. This approach will provide for a consistent project management and subject matter expert presence throughout the entire course of the project.

For this approach, Plante Moran proposes the not-to-exceed fee schedule for the proposed scope of services as detailed below.<sup>1</sup> The estimated implementation duration is twenty-four (24) months. Services can begin prior to the implementation start date if desired.

Item	Fees per occurrence	24-month fees
Implementation assistance at .4 FTE <sup>2</sup>	\$21,840 per month	\$524,160
Travel costs	\$3,000 per trip	\$60,000 for 20 trips
<b>Total Fees</b>	-	<b>\$584,160</b>

<sup>1</sup> The not-to-exceed fee amount equals the fees based on the level of assistance in addition to the travel cost estimate.

<sup>2</sup> This level of effort includes project management assistance and subject matter expertise.

## Project Fee Assumptions

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Our project fees are based on the following assumptions. Should these assumptions change, we would adjust our professional fees accordingly in consultation with the City.

### **Project Resources and Governance**

1. The City will assign a project manager that will work directly with Plante Moran staff.
2. Executive sponsorship represents all business areas and actively serves the needs of the project throughout its duration.
3. The City maintains an active Executive Steering Committee that meets throughout the project on a recurring basis.
4. City subject matter experts are available for scheduled implementation activities and complete their assigned activities on a timely basis.
5. Stakeholders scheduled to attend meetings are present and ready to fully participate.
6. A project management or governance structure is developed with the City's core team meeting on a regular basis to discuss project issues and manage change requests so their impact on schedule, resource commitments, costs, and quality can be determined.
7. Decisions are made among the appropriate City staff in a timely manner.
8. City staff are open to considering business process changes and are willing to share their experiences surrounding current process challenges and desires for the future state processes in addition to those presented by Plante Moran for consideration.

### **Service Delivery**

9. Plante Moran will deliver all services for all engagement phases in a hybrid manner, with key project activities performed on-site and the remainder performed remotely.
10. Travel expenses will be billed to the City at an all-inclusive rate of \$3,000 per person per trip for a multi-day trip. For a one-day trip, the travel rate per person is \$2,000.
11. All onsite work activity will be confirmed at least two weeks prior to the agreed upon travel date; any travel change costs incurred after such date will be expensed to the City at actual cost. This additional cost will be over and above the not-to-exceed fee amount.
12. The level of effort proposed assumes that the Plante Moran team is invited to implementation meetings and sessions with at least two weeks notice. Meetings scheduled with less notice may result in availability conflicts, although Plante Moran will make reasonable efforts to join.
13. Full-time equivalent (FTE) assumes a 52 week year and 40 hours per week.

### **Compensation**

14. We anticipate billing the City on a monthly basis for services rendered in the prior month.
15. In order to provide consistent staffing, Plante Moran will bill for implementation assistance monthly at the rates above.
16. If the City wishes to adjust the level of implementation assistance (e.g. 0.4 FTE to 0.5 FTE or vice-versa), the City shall provide Plante Moran 30 calendar days notice. Our rate will adjust proportionally. In this example, our monthly fees would adjust from \$21,840 to \$27,300 to move from .4 to .5 FTE. The minimum level of effort that can be utilized is 0.2 FTE.
17. The City can discontinue these services at any time, with at least 30 calendar days notice. If the City provides written notice of its intent to discontinue with its desired end date to the Project

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Manager, Project Director, and/or Engagement Partner, Plante Moran will proportionately invoice any remaining months of service and cease providing services as of that date.

18. In the event that the City's requested assistance exceeds the defined level of effort, Plante Moran will discuss with the City whether the City would like to take on more of the work or increase the level of effort on a one-time or ongoing basis.
19. Additional services will be invoiced to the City at a rate of \$315/hour for the proposed 24 month period starting when the City initiates the services with Plante Moran. After this time frame, services will be invoiced at our then-current hourly rates.
20. Changes in the project schedule due to a variety of factors (e.g. City availability, vendor delays) will result in the number of months of assistance and/or level of assistance needing to be similarly adjusted.

We look forward to working with you.  
Please contact us with any questions.



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