P A N O R A M A

C O N S U L T I N G   G R O U P

Issuing for:

Request for Proposal

ERP System

Table of Contents

1. INTRODUCTORY NOTES

This Request for Proposal is being issued by Panorama Consulting Group (PCG) on behalf of Mountain Line. Mountain Line is the Public Transit system for Missoula, Montana. Mountain Line was founded in 1976 and is operated by the Missoula Urban Transportation District. Although Mountain Line is the ultimate client, PCG is assisting Mountain Line with its software selection process and coordinating all aspects of the RFP and subsequent selection activities.

In addition to this document, this RFP package includes the following appendices, provided in separate files and requiring completion by respondents:

Supplement	Description & Action Required
Appendix 1 – System Requirements	This is an Excel file with Mountain Line's business requirements. Vendor is required to return this file, indicating if and how the proposed software solution meets each individual requirement. Please return this file making sure to indicate **no more than one answer for each requirement**. Vendors are encouraged to include comments in the far-right column to describe functionality or explain how the solution addresses the requirement.
Appendix 2 – Total Cost of Ownership	This Excel file is the format for vendors to provide cost information for the proposed solution. Please provide solution cost information specifying **list price, % discount offered, and net price offered**. Note that estimated **user counts and transaction volumes are provided in a tab in this file** to inform your software pricing quotes. Provide costs at the most granular level to aid Mountain Line in making cost/benefit decisions on proposed solution components. **Software Pricing**: Include pricing for SaaS subscription, including hosting, systems management, upgrades (patches, new releases, etc.), and software support services. **Implementation**: Provide an estimate of implementation costs, outlining the estimated hours by project phase and a blended hourly rate for T&M components, and specify any fixed price elements. Also provide an estimate of travel expenses that would be incurred.

2. ABOUT MOUNTAIN LINE.

Mountain Line, Missoula's community bus service, provides zero-fare fixed-route bus and Paratransit service in and around Missoula and the University of Montana, helping employees get to work and students get to school, and keeping seniors and those with disabilities active and mobile. Founded in 1976 and operated by the Missoula Urban Transportation District (MUTD), Mountain Line is focused on sustainability. It has committed to a zero-tailpipe-emissions fleet by 2035 and already has several electric buses on the road.

3. OBJECTIVES OF RFP

This RFP is being issued as part of the process to evaluate and select the most appropriate ERP solution to support business operations for Mountain Line. This RFP is one of several methods that will be used to analyze the ERP vendor's software offering. Information provided in the responses to this RFP will prepare Mountain Line stakeholders for seeing actual solution capabilities in subsequent software demonstrations.

Mountain Line is evaluating possible replacements for its current portfolio of systems with the selected ERP software. The agency currently utilizes Abila for accounting functions. Purchasing and receiving is done manually. Mountain Line also utilizes several public transit-focused software solutions to assist with maintenance, route planning, dispatch, and paratransit scheduling.
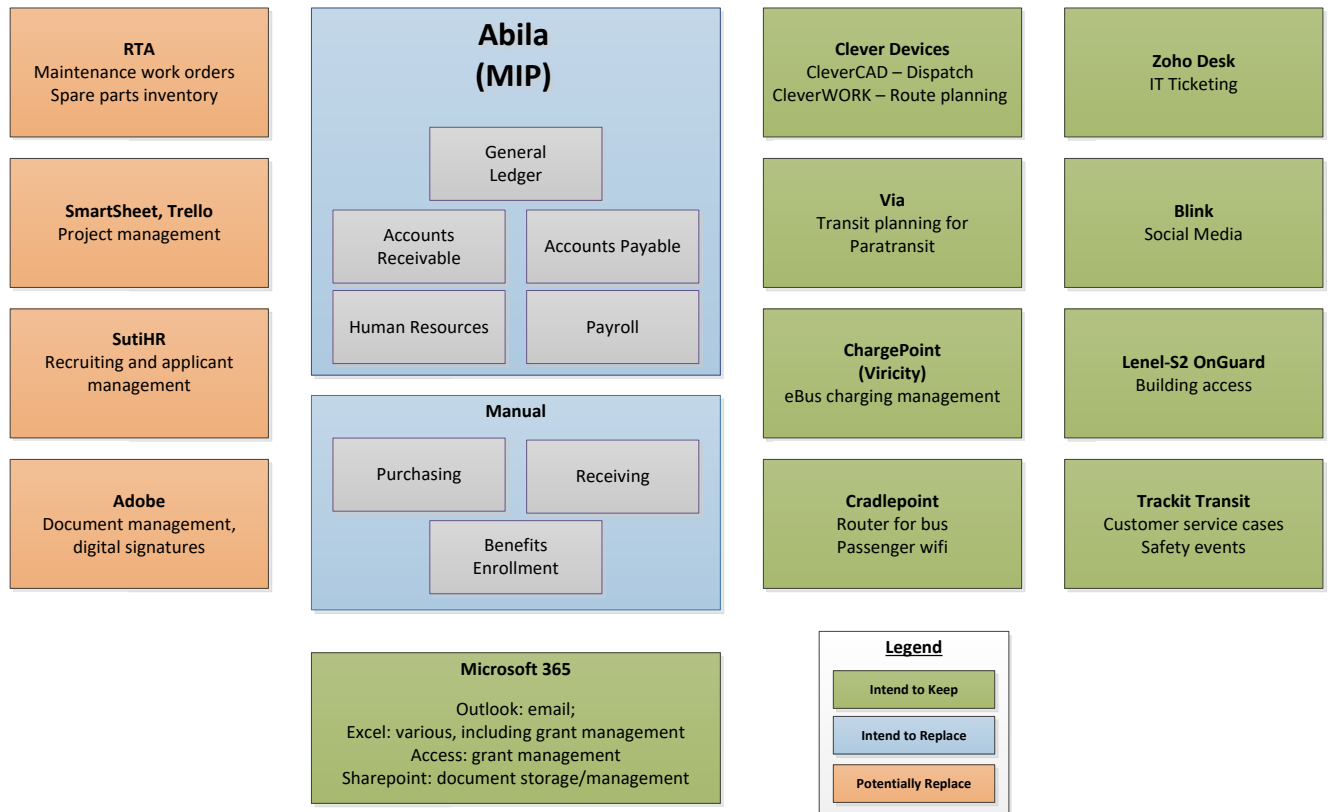
4. PROJECT BACKGROUND AND OBJECTIVES

Mountain Line desires to find and implement a replacement of its current ERP platform with the following objectives in mind:

- Put in place an integrated, enterprise-wide system that supports Finance & Accounting, Purchasing, Maintenance Management, and Human Resources (including Payroll).
- Implement a platform with a modern look and feel, with thoughtful, intuitive functionality.
- Provide a solution that integrates easily with other systems used in the portfolio.
- Provide a highly configurable system that will require a low level of effort from IT staff for maintenance.
- Provide easy access to real-time integrated data that enables and facilitates sound business decisions.
- Improve the "speed of business".
- Automate currently manual processes.
- Reduce the use of Excel and stand-alone tools to manage business information.
- Provide robust mobile capabilities where appropriate.

5. MOUNTAIN LINE CURRENT SYSTEM LANDSCAPE

The following diagram outlines the current scope of Mountain Line's systems, anchored by its core system Abila. Very little integration exists between systems in the portfolio, leading to redundancies in data entry.

RTA
Maintenance work orders
Spare parts inventory

SmartSheet, Trello
Project management

SutiHR
Recruiting and applicant management

Adobe
Document management, digital signatures

Abila (MIP)

General Ledger

Accounts Receivable

Accounts Payable

Human Resources

Payroll

Manual

Purchasing

Receiving

Benefits Enrollment

Clever Devices
CleverCAD – Dispatch
CleverWORK – Route planning

Via
Transit planning for Paratransit

ChargePoint (Viricity)
eBus charging management

Cradlepoint
Router for bus
Passenger wifi

Zoho Desk
IT Ticketing

Blink
Social Media

Lenel-S2 OnGuard
Building access

Trackit Transit
Customer service cases
Safety events

Microsoft 365

Outlook: email;
Excel: various, including grant management
Access: grant management
Sharepoint: document storage/management

Legend

Intend to Keep

Intend to Replace

Potentially Replace

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6. SCOPE OF ERP PROJECT

The scope of this project will include the implementation of a new ERP system consisting of the major capabilities outlined in this section. Detailed requirements can be found in Appendix 1 – System Requirements. Notwithstanding those requirements, the outline of major system capabilities below describes the nature of the system desired.

Major System Capability	Major Features
Cross Functional	Configurable Workflows
	Integrated Document Management
	API / 3rd Party System Connectors
Finance & Accounting	Fund Accounting
	Dimensional Reporting
	Budgeting
	Project/Grant Accounting
	Billing & Accounts Receivable
	Accounts Payable
	Fixed Assets
Procurement	Sourcing/Vendor Quote Management
	Requisitions & Purchase Orders
	Receiving
Maintenance Management	Preventative Maintenance Plans
	Maintenance Scheduling
	Maintenance Work Order Management
	MRO Inventory Management
	Warranty Tracking
Human Capital Management	Talent Acquisition
	Onboarding
	Core HRIS
	Performance Management
	Time & Attendance
	Safety
	Payroll
	Benefits Administration

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7. VENDOR EVALUATION PROCESS AND TIMELINES

In addition to this RFP, selected vendors will be invited to follow up their response with on-site demonstrations. During these sessions, key Mountain Line employees and stakeholders will evaluate each short-listed vendor's ability to meet key business requirements, using a specific demonstration script that reflects typical use cases encountered and critical needs that must be demonstrated.

The timeline envisioned for this selection process follows (all dates subject to change as solely determined by Mountain Line).

RFP Process Step	Date
Deadline for submitting questions	1/12/24
Proposal due date	1/19/24
Short-listed vendors identified; demo script issued to short-listed vendors	2/2/24
Vendor demonstrations (and follow-ups, if required)	2/19/24 – 3/15/24
Identification of vendor(s) of choice	3/22/24

The vendor(s) of choice should be prepared to begin preliminary contract negotiations immediately after being identified as such. These negotiations will finalize any contract terms, such as pricing, project timeline, migration of existing data, implementation process, and acceptance criteria. Mountain Line reserves the right to enter into contract negotiations with one or more shortlisted vendors. Assuming contractual terms, pricing, and other implementation project details are mutually agreeable, the final vendor selection decision will be made, and contracts signed following contract approvals by the Mountain Line Board of Directors.

The vendor's proposal shall specifically delineate exceptions to, deviations from, and changes to the requirements or terms and conditions of this RFP. Such exceptions or deviations will be considered in evaluating the proposals.

8. EVALUATION CRITERIA

Mountain Line will evaluate vendors based on, but not limited to, the following evaluation criteria:

- Ability of proposed software to meet the agency's business requirements.
- Ability to effectively demonstrate product capabilities to Mountain Line staff during vendor demos.
- Solutions' technical evaluation and integration capabilities.
- Cost (both software and implementation).
- Solution provider's reputation in the industry.
- Proposed implementation strategy and plan.
- Demonstrated expertise of proposed implementation team.
- Solution provider's support and maintenance capabilities.
- Quality of reference checks.

9. RESERVED RIGHTS OF MOUNTAIN LINE

At its own discretion, Mountain Line reserves the right to do any of the following:

- Accept or reject any or all responses received for any reason.

- Cancel this request for proposal or the project for any reason.
- Change any of the terms of this request or the requirements of the project.
- Discuss the project or negotiate any agreements with more than one bidder.
- Investigate any bidder to see if it is qualified to do the project.
- Ask any bidder to explain its response.
- Re-open or ask more bidders to participate in the request process.
- Award contracts to multiple bidders for various parts of the project.
- Award contracts for less than the entire project.

10. REQUIREMENTS FOR A PRIME CONTRACTOR

While any respondent may have subcontractors that form part of the proposal, ultimately there will only be one respondent that is accepted and such respondent shall be wholly responsible for the proposal and for all obligations and liabilities that flow from the proposal, including through any agreement or agreements that may ultimately result from this procurement process.

11. CONFIDENTIAL INFORMATION OF MOUNTAIN LINE

All information provided by or obtained from Mountain Line in any form in connection with this RFP either before or after the issuance of this RFP (a) is the sole property of Mountain Line and must be treated as confidential, (b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract, (c) must not be disclosed without prior written authorization from Mountain Line and (d) will be returned by respondent to Mountain Line or destroyed immediately upon the request of Mountain Line.

12. PARTIES TO BEAR THEIR OWN COSTS

The cost of developing and submitting the bid response is entirely the responsibility of the bidder and includes costs to determine the nature of the engagement, preparation of the bid response, submitting the bid response and other costs associated with this request, including costs of preparing for and conducting software demonstrations (should bidder be requested to do so).

All responses will become the property of Mountain Line.

13. RFP QUESTIONS AND PROPOSAL SUBMISSION

Vendors should submit questions related to this RFP via email by the date indicated in section 7.

Written proposals are due to no later than close of business on the proposal due date indicated in section 7. Proposals must be submitted in electronic format preserving the structure of Appendices 1 and 2. Proposals are to remain valid for a period of no less than one-hundred twenty (120) days from the date of submittal.

Both questions and proposals should be submitted to:

Gregg Plummer
gregg.plummer@panorama-consulting.com

Chuck Hamre
charles.hamre@panorama-consulting.com

Responses to submitted questions will be shared with all proponents.

14. REQUESTED PROPOSAL CONTENT

In addition to the general response, please provide responses to RFP Appendices 1 and 2 in the documents and formats provided.

The general response should include at a minimum the following information. Respondents are welcome to provide any other information that may assist Mountain Line in its selection process.

Summary of Software Solution Usage

- Number of customers using the proposed solution (or substantially similar solution):
    i. In the United States
    ii. Worldwide
- Number of *public sector agencies* using the proposed solution (or substantially similar solution):
    i. In the United States
    ii. Worldwide

Client Descriptions/Case Studies

Although Mountain Line will not conduct reference calls until later stages of this selection process, please provide a minimum of three client descriptions or case studies (preferably for organizations in the same or a similar industry, and of comparable size) describing the solution implemented. Please make sure to include only references to clients that implemented the product(s) proposed in your response, not previous generations of your proposed product(s). In case your organization/solution becomes a finalist in the selection process, the clients referenced in these descriptions or case studies should be available for reference calls.

Implementation Approach

Mountain Line understands that ERP implementation projects are often unique, depending on the client's specific circumstances. That said, Mountain Line would like to understand your general approach to implementing the proposed solution. Based on your current understanding of the company's needs as communicated in this RFP (or through RFP questions and answers), please include in your response a description of your recommended implementation approach, including the following:

- Implementation methodology.
- Proposed project plan/expected timeline.
- Description of what activities solution provider will be responsible for, and what activities Mountain Line team members will be responsible for.
- Mountain Line resource commitment assumptions and percentage of time required by each resource by project phase.
- Composition of vendor's proposed implementation team.
- Optionally, resumes/CVs of key proposed team members.

Key Tools/Implementation Accelerators

Describe any tools available to help accelerate the implementation of the proposed system. This may include tools in areas such as:

- Interfaces/integration (available tool sets, information about APIs)
- Data conversion (responsibilities, available tool sets)
- Training toolsets
- Ongoing support and maintenance

Support and Maintenance

Describe the approach for providing post-implementation support and maintenance services.

Solution Costs

Please detail the estimated costs of your proposed solution in Appendix 2 – Total Cost of Ownership. Be sure to provide costs for a cloud-based SaaS model. Also provide costs for the implementation effort.

Below is a list of the requested cost components that should be provided:

1. Software subscription costs and what they include.
2. Training and support modules or materials.
3. Third-party partner product costs, if any.
4. Support services not included in the software subscription cost.
5. Implementation services. If possible, estimate costs for any known interfaces or other development work.

6. Expected travel expenses.
7. Any other services required to implement the product.

Please be sure to include costing for any third-party/partner products proposed as part of your solution. If you respond that you meet a requirement by way of a third-party/partner product, you must cost that product in your response.

15. RESPONSE CHECKLIST

For your convenience, the following elements comprise what Mountain Line will consider a complete response.

Proposal Element	Description/Comment	Included?
1. Description of vendor		
2. Description of proposed solution	Describe third-party components if applicable.	
3. Solution usage at other clients	Ensure you report on the same version as proposed.	
4. Client descriptions/case studies	For the same solution as proposed.	
5. Proposed implementation approach		
6. Proposed implementation timeline		
7. Implementation phasing recommendation	If applicable.	
8. Vendor implementation team structure		
9. Resumes/CVs of key vendor implementation team personnel	Optional at this stage.	
10. Implementation resource requirements from Mountain Line	What project activities will Mountain Line be responsible for? How many resources will be required? For how much time?	
11. Description of Mountain Line responsibilities during implementation project	RACI chart describing vendor responsibilities vs. Mountain Line responsibilities would be welcome.	
12. Proposed post-implementation support approach		
13. Appendix 1 – System Requirements	Include comments as desired.	
14. Appendix 2 – Total Cost of Ownership	• **Ensure all solution components mentioned in the Appendix 1 – System Requirements are included in TCO** (including third-party add-ons). • If any modules are considered optional, label them as such.	

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