



**Request for Proposals (RFP) for  
Financial Management System Replacement  
City of Missoula, Montana**

Issue Date: Friday, February 13, 2026

Proposals Due: Monday, March 16, 2026 at 9:00 AM Mountain Time

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# 1.0 RFP Process Summary

## 1.1 City of Missoula Description

The City of Missoula is a Montana municipal government seeking to replace its current enterprise financial system, Tyler Technologies Eden, with a modern Financial Management System (FMS) that can serve as the City's system of record for governmental and enterprise fund accounting, purchasing and accounts payable, budgeting, capital project accounting, capital asset management, and external financial reporting.

For vendors' sizing and proposal development purposes, the City's operating context includes:

- **Workforce supported:** ~850+ FTE (City-wide)
- **Core finance users:** ~154 (Finance + departmental users)
- **Annual AP volume:** ~11,600 (e.g., checks/ACH and invoices)
- **Fund structure:**
  - 120 Governmental Funds
  - 9 Enterprise Funds
  - 1 Internal Service Fund
  - 4 Component Units
  - 9 Fiduciary Funds (custodial)
- **Capital program:** multi-year CIP with projects spanning multiple funding sources
- **Reporting:** GASB-based external reporting, audit support, and schedule production
- **Key integrations:** payroll/HR, utility billing, banking/treasury, and reporting platforms

## 1.2 Purpose of the RFP

The purpose of this Request for Proposals (RFP) is to solicit proposals from qualified vendors to provide a modern FMS to replace the City's existing enterprise financial system. This procurement includes software, implementation services, integrations, data conditioning and conversion, training, and post-implementation support.

The City seeks a best-value solution that can serve as a system of record; support continuous close and audit-by-design practices; reduce reliance on spreadsheets; improve budget-to-actual transparency; and support end-to-end capital project and asset lifecycle management.

The City strongly prefers solutions delivered using a Software-as-a-Service (SaaS) or cloud-hosted model that minimizes on-premise infrastructure, supports regular vendor-delivered updates, and

aligns with industry best practices. Alternative deployment models will be considered; however, vendors proposing such models must clearly describe how they meet the City's objectives related to security, scalability, maintainability, total cost of ownership, and long-term sustainability.

### **1.3 RFP Timeline**

<b>Milestone</b>	<b>Date</b>
RFP Issued	Friday, February 13, 2026
Vendor Questions Due	Friday, February 23, 2026 at 9:00 AM Mountain Time
Proposals Due	Monday, March 16, 2026 at 9:00 AM Mountain Time
Demonstrations / Proof of Concept	Monday, April 13 – 24, 2026
Notice of Intent to Award	Monday April 27 - Friday May 1, 2026
Target Contract Execution	Wednesday, June 3, 2026

All submitted questions and responses will be distributed within the City's bid module:  
<https://www.ci.missoula.mt.us/Bids>

### **1.4 Contacts**

All communication regarding this RFP must be directed to Leigh Griffing, Finance Director.

Vendor questions should be submitted using the question file request link supplied in the bid details. A consolidated reply will be provided by Friday, March 6, 2026 in the bid details.

## **2.0 Response Guidelines**

### **2.1 Due Dates**

Vendor responses must be received by the deadline specified in Section 1.3. All documents and spreadsheets must be submitted using the proposal file request link supplied in the bid details. Pricing and contractual terms must remain valid for a minimum of ninety (90) days following submission.

### **2.2 Confidentiality / Legal Statement**

Any vendor and its representatives must agree to hold information contained in this RFP as confidential and use it solely for preparing a response.

**Public Records:** Materials submitted in response to this RFP may become public records and subject to disclosure under applicable law. Vendors must clearly mark proprietary or confidential information and provide justification consistent with applicable public records requirements.

## 2.3 Vendor Response Is Binding

Responses to this RFP may be incorporated into the final contract and may be binding upon execution.

# 3.0 Project Overview and Requirements

The City's vision for this project is a modern, integrated financial system that strengthens accurate and compliant financial reporting and fiscal stewardship while improving operational efficiency, transparency, and the City's ability to make informed data-driven decisions.

## 3.1 Guiding Principles

- **Standardization and Best Practices:** Align processes with industry best practices, reduce customization, and automate routine tasks.
- **User Experience:** Prioritize intuitive, accessible solutions; ensure cross-departmental participation; provide structured communication, training and change management.
- **Scalability and Sustainability:** Select a system that supports current needs, future growth, and ongoing regulatory change.
- **Strategic Investment in Modernization:** Leverage digital tools, automated workflows, and structured metadata-driven practices and embrace technological innovation. Integrate with HRM, utility billing, asset management and other operational systems.
- **Data Integrity and Security:** Maintain the accuracy, reliability and security of financial data and records in compliance with local, state and federal requirements.
- **Scope Discipline:** System scope will be clearly and narrowly defined to meet core financial, compliance and reporting needs, avoiding expansion into unrelated departmental or citywide functions to reduce complexity, cost and implementation risk.

## **3.2 Objectives and Desired Outcomes**

The City is seeking a comprehensive financial management solution that supports governmental and enterprise fund accounting, continuous close practices, integrated budgeting, capital project management, and role-based reporting. The solution must reduce manual workarounds, support strong internal controls, and integrate with key operational systems. Solutions should achieve requirements primarily through configuration using delivered functionality, not custom code.

The following requirements describe the outcomes the system must support rather than prescribing how vendors must deliver functionality.

### ***3.2.1 Continuous Close & Audit-by-Design***

The system must support a continuous close model, where audit-relevant classifications, reviews, and approvals occur at the time of transaction entry rather than being deferred to month- or year-end.

Vendors must demonstrate:

- Configuration of rule-based notifications for GASB-relevant transactions including CIP, lease and subscriptions, capitalizable AP etc.
- Ability to produce ACFR schedules (capital assets, long term debt, transfers, CIP, etc.) directly from the system without external spreadsheets.
- Native support for role separation between transaction entry, correction, and audit approval.
- System-based correction methods that reduce manual journal entries.

### ***3.2.2 Capital Assets & CIP Lifecycle Management***

The system must support end-to-end capital asset and CIP lifecycle management, from budget authorization through capitalization, depreciation, and reporting—without reliance on external spreadsheets.

Vendors must demonstrate:

- CIP tracking tied directly to AP, projects, and funding sources.
- Automated capitalization rules and in-system review/approval workflows.
- Asset records generated from CIP completion events.
- Integrated depreciation and reporting

- Distinguish between budgeted amounts, actual expenditures, and remaining encumbrances, allowing unspent funds from prior years to be re-encumbered in future fiscal years.

### ***3.2.3 Budget-to-Actual Integration with Multi-Year & Vacancy Intelligence***

The system must support integrated operating and capital budgeting, including multi-year projections, vacancy-aware personnel modeling, and real-time budget-to-actual visibility.

Vendors must demonstrate:

- Multi-year budget scenarios, generated and updated in-system, linked to strategic priorities.
- Budget-to-actual visibility in real time.
- Position- and vacancy-based budgeting with configurable assumptions.
- Integration (or API support) with data sources like payroll/HR with ADP, daily or weekly.
- Reduction or elimination of offline vacancy savings calculations.

### ***3.2.4 Single Source of Truth with Near-Real-Time Integration***

The system must function as a system of record (not a downstream repository) with timely integration of operational and financial data to support real-time management decisions.

Vendors must demonstrate:

- Automated, scheduled integrations with operational systems like utility billing Sprypoint software.
- Configurable posting frequencies, daily or near real-time.
- Elimination of manual reconciliation steps for core financial data.
- Clear data lineage and reconciliation reporting.
- System-generated reconciliation reports.

### ***3.2.5 Role-Based Self-Service Reporting***

The system must provide role-based, self-service reporting for departmental users.

Vendors must demonstrate:

- Role-based dashboards for department users.

- Ad hoc reporting without GL write access to the GL.
- Audit logging of report access and parameter changes.
- On-demand interim financial statements.

### **3.3 Deployment Model Preferences (SaaS / Cloud)**

The City strongly prefers a SaaS or cloud-hosted deployment model. Proposals utilizing alternative deployment approaches will be evaluated but must clearly explain associated infrastructure requirements, security controls, update processes, and long-term support implications.

### **3.4 Scope of Work and In-Scope Functional Areas**

The proposed solution is expected to support, at a minimum, the following functional areas:

- General ledger and fund accounting (governmental and enterprise)
- Accounts payable and purchasing
- Cash, banking, and treasury functions
- Operating and capital budgeting
- Capital project and CIP accounting
- Capital asset management
- Grant tracking and compliance support
- Financial reporting and inquiry for finance and departments

### **3.5 Current Environment and Integration Context**

Vendors must describe how the proposed solution will integrate with (or replace, where applicable) the City's related business systems (see Exhibit C). The City will provide a current-state system inventory during the procurement process (and/or at finalist stage). Vendors should assume integrations are required for at least:

- Payroll/HR
- Utility billing or receipting
- Banking/treasury (positive pay, ACH, reconciliations)
- Reporting and data extraction to downstream tools

## **4.0 Vendor Response Requirements**

Vendors will provide information detailed in Exhibit A. Two spreadsheets have been supplied for Exhibits B and D.

Provide narrative responses to Section 4 below using the numbering supplied for each sub-section to facilitate evaluation and comparison.

### **4.1 Corporate Background**

Provide corporate background, financial stability information, and experience serving public-sector or similarly regulated midsize organizations.

### **4.2 Financial Management System Experience and Customer References**

Describe experience implementing financial management systems for local governments of similar size and complexity. Provide at least three current municipal references of similar sizes and complexity.

### **4.3 Project Team**

Provide named project team with roles, related experience, and percentage allocation of time to this project. Identify if you will be using subcontractors for implementation and what function they will provide.

### **4.4 Proposed Architectural Solution and Security**

Describe the proposed solution architecture, deployment model, integrations, and how the solution meets the City's requirements. Include the following elements:

- Describe plan for data security, risk and mitigation practices, including physical locations of hosted servers and data residency.
- Provide plans for data migration from Eden and other software as appropriate (WDesk, QuickBooks, etc.) including data condition and conversion approach, number of migration cycles, data mapping and expected City tasks, data migration analytics provided, and how to secure day to day operations and ensure business continuity during data migration.
- Describe unit, system, integration, UAT and regression testing methodologies.
- Describe RTO/RPO, backup frequency, failover site details, and last DR test results.

## **4.5 Customer Service and Support**

Describe support models, service levels, stabilization period details, SLAs, escalation procedures, and version support policies. Vendors should indicate the levels of ongoing support provided (e.g., L1–L3).

## **4.6 Implementation Approach and Project Governance**

Vendors may propose implementation services delivered directly by the software provider, by a certified third-party implementation partner, or through a hybrid approach. Where implementation or related services are proposed through a third party, vendors must identify the recommended partner and describe the commercial relationship.

Proposals must clearly identify:

- The entity or entities responsible for implementation delivery.
- Roles and responsibilities between the software vendor, implementation partner(s), and the City.
- Experience of the proposed implementation team with similar sized municipal governments.
- Governance, risk management, escalation, and issue resolution processes.

Describe implementation methodology, staffing, and proposed statement of work. Service proposals should cover the full lifecycle from discovery through stabilization/hypercare.

## **4.7 Implementation Timeline and Delivery Commitments**

Certify ability to meet the proposed implementation timeline with a detailed project timeline including milestones, dependencies, sequencing priorities and contractual deliverables with defined acceptance criteria. Outline approach to integration functionality verification and user-acceptance testing.

## **4.8 Training and Change Management**

Describe implementation communication plan, stakeholder engagement strategy, training approach, delivery methods/formats, and any included or optional training services such as test or staging environments. Describe access to support resources during and after implementation.

The City of Missoula expects the vendor to provide a fully developed and proven training program that addresses basic skills, as well as the ability to develop a training program specific to the City.

#### **4.9 Point of Contact**

Identify the primary and secondary points of contact for this engagement.

#### **4.10 Pricing, Service Levels, and Contract Structure**

Provide detailed pricing, total cost of ownership, service levels, and proposed contract structure in accordance with City requirements. Where both technology and services are proposed, pricing must be clearly separated. (See Exhibit D)

Disclose all available integrations and method (API, batch, file transfer) and cost for each data integration – including middleware if required. Provide cost model for migrating and storing data.

Vendors may not include unreasonable contractual liability limitations and must carry commercial general liability insurance in the minimum amount of \$1,000,000 per occurrence and \$2,000,000 annual aggregate. The City will reject a vendor's proposal if it includes unreasonable contractual liability limitations.

### **5.0 Evaluation and Selection Process**

Proposals will be evaluated based on functional alignment, implementation approach, vendor experience, total cost of ownership, and overall value to the City. The City may conduct demonstrations, reference checks, and clarifying discussions as part of the evaluation process.

### **6.0 Terms and Conditions**

- The City reserves the right to reject any or all proposals, waive informalities, request clarifications, and cancel or modify this solicitation.
- The City is not liable for any costs incurred by vendors in preparing or submitting responses.
- Submission of a proposal constitutes acceptance of the requirements and conditions of this RFP.

## **7.0 Exhibits and Attachments**

- **Exhibit A – Proposal Submission Checklist**
- **Exhibit B – Detailed Functional Requirements (Spreadsheet)**
- **Exhibit C – Current Environment and Volumetrics**
- **Exhibit D – Pricing (Spreadsheet)**

## Exhibit A – Proposal Submission Checklist

Vendors must submit a complete proposal that includes all items listed below. Proposals missing required components may be deemed non-responsive.

#	Required Submission Item	Included (Yes/No)	Notes / Page Reference
A1	Signed Proposal Cover Letter		
A2	Executive Summary		
A3	Completed Proposal Submission Checklist (Exhibit A)		
A4	Vendor Corporate Background (Section 4.1)		
A5	Financial Management System Experience and Customer References (minimum of 3) (Section 4.2)		
A6	Project Team (Section 4.3)		
A7	Proposed Architecture Solution and Security (Section 4.4)		
A8	Customer Support and Service Model (Section 4.5)		
A9	Implementation Approach and Project Governance (Section 4.6)		
A10	Implementation Timeline and Delivery Commitments (Section 4.7)		
A11	Training and Change Management Approach (Section 4.8)		
A12	Point of Contact (Section 4.9)		
A13	Completed Functional Requirements Spreadsheet (Exhibit B)		
A14	Completed Environment & Volumetrics Spreadsheet (Exhibit C)		
A15	Completed Pricing Spreadsheet (Section 4.10) (Exhibit D)		

## Exhibit B – Detailed Functional Requirements (Spreadsheet)

Vendors must complete all scoring within the spreadsheet provided using the key below for every row in the spreadsheet.

**Key to Vendor Numeric Responses** (also supplied in spreadsheet instructions)

0	Functionality is not provided
1	Some functionality is provided, but it requires customization and some integration
2	Most functionality is provided, but within a PaaS extension of a third-party marketplace app
3	All functionality is provided by the vendor, but it requires the purchase or an additional native, prebuilt module (or modules) from that vendor
4	All functionality is provided “out of the box”

## Exhibit C – Current Environment & Volumetrics

The table below identifies the City's current financial and operational systems and their anticipated future disposition. Vendors shall use this information to propose appropriate replacement, integration, or coexistence strategies. Unless explicitly noted otherwise, vendors should assume that retained systems will require integration with the proposed Financial Management System.

### **Vendors must clearly describe:**

- integration method (API, file-based, other),
- direction of data flow,
- posting frequency,
- reconciliation approach.

### **Vendor Instructions**

- Vendors must not assume replacement of retained systems unless explicitly stated.
- Vendors should identify any functional overlap and recommend consolidation opportunities where appropriate.
- Proposed integrations will be evaluated for reliability, automation, auditability, and long-term maintainability.

### **City Financial Volumetrics (Approximate)**

- Employees supported: 850+
- Core finance users: 15
- Departmental users: ~151
- Annual AP invoices: ~25,300
- Annual payments (check + ACH): ~11,600
- Active funds: 174
- Component Units: 4
- Departments / cost centers: ~30
- Active capital projects (typical year): 150
- Capital assets on record: 1,282 Governmental, 1,145 Proprietary Assets
- Key system integrations: DebtBook, ADP Workforce Manager, T2, MunisCourt, Accela Automation, SpryPoint (utility billing), RecTrax/WebTrax

## Current Environment

Current System	Primary Role / Business Function	Anticipated Future Status	Notes / Assumptions	Vendor Response (Replace / Integrate / Retain)
<b>Tyler Technologies Eden</b>	Core Finance / Treasury	Retire	Primary system being replaced	
<b>DebtBook</b>	Debt Compliance Reporting	Retain	Integration for debt, lease & subscription activity and reporting	
<b>ADP Workforce Manager</b>	Time & Attendance	Retain	Payroll/HR integration required	
<b>Workiva Wdesk</b>	Budget Planning / Reporting	Retire (if possible)	City preference to eliminate if FMS can replace	
<b>QuickBooks</b>	PO / AP / AR (limited use)	Retire (if possible)	Used for isolated functions only	
<b>T2</b>	Parking AR Reporting	Current RFP to replace	Integration requirements TBD	
<b>MunisCourt</b>	Court AR Reporting	Retain	AR integration required	
<b>Compost AR System</b>	Compost AR Reporting	Retain	AR integration required	
<b>Accela Automation</b>	Licensing / Permits AR Reporting	Retain	AR integration required	
<b>SpryPoint</b>	Utility Billing / AR Reporting	Retain (in process from CIS)	Utility billing integration required	
<b>Submittable</b>	Grants Management	Retain	Grant tracking/reporting integration	
<b>DownHome Solutions</b>	Loan Management (Brownfields)	Retain (for now)	Loan accounting and reporting	
<b>RecTrax / WebTrax</b>	Recreation Billing / AR Reporting	Retain	AR integration required	
<b>CFA</b>	Fleet Purchases / Labor / Inventory	Retain	Inventory and cost allocation integration	
<b>Converge / CardConnect</b>	Credit Card Processing	Retain	Payment and reconciliation integration	

## **Exhibit D – Pricing Forms**

Vendors must complete all pricing within the spreadsheet provided. Pricing must be presented in a clear, itemized format and reflect all costs necessary to deliver the proposed solution. The City reserves the right to request clarification or additional detail.

Vendors must clearly state all assumptions underlying pricing, including user counts, transaction volumes, and escalation factors. All pricing must be valid for a minimum of ninety (90) days from proposal submission.