



GREATER RICHMOND TRANSIT COMPANY

Request for Information RFI # 238-24-11 Enterprise Resource Planning (“ERP”) Solution and Implementation Services

RFI Release Date: April 16, 2024

Submissions Due: May 14, 2024, by or before 3:00 pm local Richmond, VA time

Submission Instructions: The original response AND one electronic PDF copy of the response on USB must be submitted all together in a sealed package to:
GRTC (Greater Richmond Transit Company)
Attn: Tonya Thompson
Director of Procurement
301 E. Belt Boulevard
Richmond, Virginia 23224

Submission Questions: Submit any questions by 3:00 pm local Richmond, VA time on May 3, 2024, via email to eprocurement@ridegrtc.com

THIS IS A REQUEST FOR INFORMATION ONLY. This RFI is issued solely for informational and planning purposes – it does not constitute a Request for Proposal (RFP) or a promise to issue an RFP in the future. This request for information does not commit the Agency to contract for any supply or service whatsoever. Responders are advised that the Agency will not pay for any information or administrative costs incurred in response to this RFI; all costs associated with responding to this RFI will be solely at the interested party’s expense. All materials submitted in response to this RFI become the property of the Greater Richmond Transit Company (GRTC), and all information contained in the response is subject to the Virginia Freedom of Information Act (FOIA). If a Respondent claims any information or documentation is exempt from public disclosure, the Respondent should identify the specific item(s) it claims to be exempt and state the basis for exemption, including citation of the relevant law section.

INTRODUCTION

The Greater Richmond Transit Company (“GRTC” or “Agency”) is issuing this Request for Information (“RFI”) to gather current market information on Cloud Enterprise Resource Planning (“ERP”) solutions for Finance, Procurement, Human Resources, Payroll, Employee Self-Service, Enterprise Asset Management and related services. This RFI also requests information on planning the implementation of an ERP solution and integration within the ERP and existing systems. GRTC seeks to review information for comprehensive, fully integrated, public-sector ERPs and supporting services to streamline business processes, standardize data collection and reporting, and support decision-making that improves operational optimization, effectiveness, and employee achievement.

Any proposed cloud solution would need to meet **ALL** the following minimum requirements:

- Recommendation on best practices cloud-based or other ERP solution

- Accommodates financial reporting by GASB (fund accounting, records maintained on full accrual basis of accounting)
- Accommodates multiple business units.
- Accommodates up to at least seven (7) segment chart of accounts (Fund, Function, Operating Unit, Account, Department, Program, Project/Grant)
- Audit trail for transactions.
- Automated, multi-level approval workflows for at least the functions of:
 - Procurement and shall be inclusive of purchase requisition/purchase order creation and approval and inventory receipt and issuance, finance and shall be inclusive of journal entry, budget transfer, grant reimbursement.,
 - Human Resources and shall be inclusive of timesheet approval, leave request processes, employee onboarding, position change, rate change and termination and other employee self-service options such as medical open enrollment and payroll information – W4, banking information etc.
 - Maintenance and shall be inclusive of inventory transactions and preventative maintenance workorders,
- Payroll (either within ERP or seamless integration with third party provider)
 - Able to apply complex pay and benefit rules based on individual labor contracts
- Enterprise Asset Management (EAM)
 - Preventative Maintenance
 - Fleet
 - Facilities
- Fleet Logistics & Management with seamless integration with third party providers (i.e. HASTAS, Clever, Via, et al)
- Inventory management
- Fixed asset management
- Human Capital Management (HCM) including:
 - Recruitment and onboarding either within ERP or seamless integration with third party provider
 - Time and attendance (accommodate FLSA and individual transportation union contract requirements)
 - Able to track employee's probationary periods, seniority, and certification status

The Agency respectfully requests that vendors whose solution does not meet **ALL** minimum requirements do **NOT** submit responses.

PROJECT GOALS

Change to be Achieved by this Project

Optimize accuracy, efficiency, completeness, timeliness, and transparency of HR and Financial Processes, reporting for all decision-makers, and quality of service to staff.

High-Level Deliverables for this Project

HR and Financial Processes

- System of record for HR and financial records/transactions (either as system of entry (preferred) or through timely, accurate data integration with add-on/legacy systems)
- Integrated internal control structures within the system, including preventative controls (segregation of duties, access rights, duplication avoidance, standardized documentation, approval workflows) and detective controls (monitoring, reconciliation)
- Streamlined, automated, integrated paperless operations.
- Eliminate manual processes and duplicate entries; while drastically reducing human error

Quality of Service

- Intuitive, efficient electronic approval workflows for supervisors
- Easily customizable staffing and financial information dashboards for decision makers with all information readily available and layout able to be saved

- Easily accessible and understandable, interactive employee self-service functionality

Reporting

- Standardized dashboards and KPI reports that are accurate, complete, and can be easily modified for recurring inquiry, analysis, reporting, and compliance requirements
- Flexible ad-hoc reporting capability for non-recurring needs

Overall

- Timely updates, maintenance, and technical support, as well as administration and granting and termination of access rights, with little to no downtime or disruption to business functions
- Less reliance on our in-house IT (Information Technology) staff to maintain this system and provide technical support
- Zero downtime for critical operations in the event of a disruption
- Integration with transit-specific systems and technologies
- Advanced ERP Intelligence - AI (Artificial Intelligence), machine learning, zero-touch automation, intelligent advisors, interactive assistants, etc.

CURRENT STATE

Agency Overview

GRTC, the leading public transportation provider in the Richmond region, is a not-for-profit public service corporation jointly owned by the City of Richmond and Chesterfield County. The company operates 32 local and nine express routes, facilitating transit service within the City of Richmond, Henrico County, and a small section of Chesterfield County. The service area accommodates nearly 8 million passenger rides annually. In addition to the conventional fixed-route service, GRTC provides complementary ADA paratransit service, Welfare-to-Work transportation, and vanpool and carpool development services.

GRTC is committed to delivering high-quality and reliable transportation services to its customers. The agency adheres to strict safety guidelines and employs skilled and experienced staff to ensure passengers have a safe and comfortable journey. Furthermore, GRTC's complementary services are designed to meet the diverse needs of its customers, provide accessible transportation options to individuals with disabilities, and support workforce development by offering welfare-to-work transportation services.

The Pulse offers bus rapid transit (BRT) from Rockettes Landing east of downtown Richmond to Willow Lawn in Henrico County. The Pulse has improved reliability and transit times for riders and supported economic development throughout the Broad Street Corridor.

Current ERP System Overview

The Greater Richmond Transit Company (GRTC) has utilized the Microsoft Great Plains ERP and ADP Workforce systems since 2011. Recently, a comprehensive evaluation of the current system was conducted, which determined that the application of the ERP should be extended to more areas of the business. GRTC aims to transition to an improved, integrated, fully functional financial, procurement, and human resources system.

GRTC will require a comprehensive implementation plan that addresses the organization's specific needs to meet this objective. This plan should include a detailed analysis of the current system, a review of the available options, and a comprehensive project implementation strategy. The selected system should provide better visibility, improved integration, and enhanced functionality across all business areas.

GRTC aims to transition to an improved, integrated, fully functional financial, procurement, and human resources system. In addition to Great Plains ERP, GRTC uses several systems from separate software companies, completes various processes in Excel (grant/project budgeting, cash flow, reporting, etc.), and utilizes paper timecards/timesheets.

The Agency is looking for a unified solution that can be implemented based on best practices for that solution with minimal changes as needed to comply with federal, state, and local laws, regulations, policies, or internal control requirements so that the Agency can fully utilize all available features of the solution both now and in the future as the solution implements new or enhanced functionality.

The Agency wishes to minimize or eliminate APIs and additional third-party systems by incorporating as many systems as practicable into the new ERP solution. This includes manual uploads that can create human error or develop single points of failure.

The following page shows the Agency's current system structures.

System Mapping (GRTC controlled or GRTC selected systems only)

*Legend for Current Applications

Legend Code		Description
R	Replacement	GRTC is intending on replacing this application with the selected solution.
C	Consider	GRTC is considering replacing this application with the selected solution, based on the strength of the finalist Vendor offering and cost / benefit of the replacement module
M	Maintain	GRTC is intending on retaining the application, not replacing it thru this effort
I	Interface	GRTC is intending on keeping the application and interfacing/integrating it with the selected solution.

System	Application Notes/Description	Departmental Owner	Preliminary Migration Plan
Microsoft Dynamics Great Plains	Payroll and financial management application	Enterprise-wide	R
Greenshades	Employee self-service, pay stubs and W2s repository	Human Resources	R
Time Clock Plus (TCP)	Time clock module, used for all hourly staff including mechanics.	Payroll	M
ADP/Workforce Now	Applicant tracking, onboarding & benefits, recruiting	Human Resources	R
Access Databases	Customer complaint database, tools & uniform database	Enterprise-wide	R
VIA	Paratransit scheduling software, eligibility/customer database	RideFinders	MI
Clever	Incident database, GPS, CAD/AVL.	Operations	I
Ron Turley Associates (RTA)	Fleet management system, purchasing, and inventory management	Maintenance/ Procurement	C

Current ERP Application	Application Notes/Description	Departmental Owner	Preliminary Migration Plan
Fleetwatch	Fuel & Fluid Management	Maintenance	C/I
FMLA Manager	Leave management	Human Resources	C/I
Microniche	Claims monitoring system	Safety	C/I
Vivid Learning Systems	Learning management system	Safety	C/I
Hastus	Fixed route scheduling software.	Operations	M/I

INFORMATION REQUESTED

Information Regarding the Software Solution

1. **Cybersecurity and Disaster Recovery.** Describe your organization's approach to cybersecurity and disaster recovery, including systems in place for detecting and addressing security threats, controls around data encryption, access security, and other security and safeguard measures. Also, include any offline capabilities available during an outage and data and process synchronization when internet access is restored.
2. **Software Maintenance.** Describe how the software will be maintained, from routine updates (e.g., patches and fixes) to more significant upgrades (e.g., new functionality and technical capabilities), and whether the customer or the vendor will control these changes.
3. **Solution Overview.** Provide an overview of the recommended Cloud-based ERP Solution that will best meet the Agency's requirements. For those functional scope elements not supported by the ERP solution, indicate what third-party products or alternative approaches are suggested to meet the functional scope. Refer to the System Mapping provided in the Current ERP System Overview Section.
4. **Unique Requirements.** While the Agency wishes to adopt best practices whenever possible, GRTC may need to configure or customize certain aspects of the solution to meet compliance requirements. With this understanding, describe your approach to addressing client-specific needs within your solution regarding creating, configuring, and modifying process models and workflows for business transactions based on business requirements.
5. **Test Environment.** GRTC would like a test environment that is separate from the production environment for testing and training. Is one available, and if so, is there an additional cost?
6. **Specific Features of Interest to the Agency.** For each area, provide an overview of the functionality included in the solution focusing on features that are unique to your solution / best in class, features that optimize accuracy, efficiency, completeness, timeliness, and/or transparency, features that simplify data analysis/reporting, automate and streamline processing, eliminate duplicate data entry, and allow for paperless processing, and/or features that optimize the user experience or enhance the quality of customer service to GRTC staff or outside parties. Respondents are welcome to include other similar features for any area if that exact feature is not explicitly referenced.
 - Advanced ERP Intelligence - AI, machine learning, zero-touch automation, intelligent advisors, interactive assistants, etc.
 - Automated Content Management and Business Process Workflows
 - Employee Self Service features
 - Hiring and Onboarding features
 - Timekeeping and Leave Management features
 - Dashboards and KPIs
 - Procurement Self-Service features (supplier portal, punchout/carting, etc.)
7. **Planned Innovations.** Describe any key planned innovations, enhancements, and/or future features and functions in development with anticipated timelines.

Information Regarding Implementation

8. **Implementation Success Rates.** Describe your history of successful, on-time, and within-budget conversions from Dynamic Great Plains 2018 to your solution and what implementation strategies were employed to achieve these results.
9. **Project Management Methodology.** Describe what project management methodologies your company uses and why.
10. **Transferrable Experience.** Describe specific experience with other transit system implementations and presence in the transportation sector. Describe specific experience with Dynamic Great Plains 2018 conversions of this scope to this Cloud ERP solution.
11. **Challenges and Risks.** Describe critical challenges and risks you foresee with this implementation and, in general, with Dynamic Great Plains conversions to your solution. Please also include strategies you recommend employing to address these challenges and risks.
12. **Pre-Implementation Activities.** The Agency has created the Steering Project Sponsor Group and Core Project Team, completed goal setting, system mapping and requirement analysis, stakeholder and risk identifications, and organizational change manager roles. Describe any other suggested key activities that GRTC should complete before the start of the implementation project that would accelerate or facilitate the implementation effort.
13. **Implementation Approach and Timeline.** Describe approach and timeline recommendations. GRTC would like to consider alternatives that may result in cost savings, risk reduction, improved likelihood of success, and other strategic benefits. Consider including two (2) timeline examples: an approach and timeline for a moderately paced system conversion with multiple Go Live phases and a strategy and timeline for a slower paced system conversion with multiple Go Live phases. August 1, 2024 is under consideration for the start of initial implementation activities with the ERP vendor to reach an initial go-live date for phase one of implementation in May 2025.
14. **Vendor's Project Staffing.** Describe approaches to staffing for an ERP implementation project like GRTC (e.g., use of on-site vs. off-site and full-time vs. part-time resources and how those resources are coordinated to work effectively with the Agent's project team). Include a description of each staffing role, the number of staff in each role, and the qualifications/experience of staff in each role.
15. **Client's Project Roles.** Based upon the planned scope and timeline of the project, describe the roles that would typically be expected of the customer organization, including the positions that would usually fill those roles and the time commitment expected for each role.
16. **Data Conversion and Migration.** Describe the process for successful conversion of historical data from existing systems and migration to new systems. Include the percentage of data converted through automated tools versus manual data conversion for similar Dynamic Great Plains 2018 engagements, if available or unavailable, for similar transit agencies' clients based on historical experience.
17. **Reporting.** Describe the built-in reporting functionality and the approach for creating additional custom reports and configuring standard reports during implementation.
18. **Testing Tools.** Describe any tools and enablers included in your implementation approach that facilitate thorough and efficient functional testing of the ERP system.
19. **Organizational Change Management.** Describe your approach to organizational change management and communications for an agency-wide ERP project to prepare users for new system adoption.

- 20. Training and Training Materials.** Describe your approach to training the GRTC project team and system end users. Include perspectives on train-the-trainer versus consultant-led training delivery and any successes or lessons learned from computer-based training approaches to effectively train off-site or large numbers of end users. Describe what training materials, user instructional guides, step-by-step business process manuals, etc., are provided and what is available for an additional cost.
- 21. Client Support.** Describe the post-deployment and ongoing Client Support provided after the initial Go-Live and after the completion of the final phase, including available resources, accessibility, and response times.

Information on How This System Would Meet the Agency's Requirements

Solution Demos

After reviewing the responses received, GRTC will contact the Respondent(s) of interest to schedule demos of the Respondent's solution. GRTC is open to in-person or virtual demos and plans to have one weekly demo. GRTC will provide a list of features that the Respondent should include in each demo session with demo topics grouped based on the GRTC staff that will be attending each demo session (e.g. Day 1 - HR topics (Hiring, Compensation, Position Control/Management, Payroll, Reporting/Dashboards), Day 2 – Finance topics (Reporting/Dashboards, Ledger, AP, AR, Budget), Day 3 – Agency-wide topics (Employee Self Service, Timekeeping and Leave Management, Procurement). The goal will be to keep each session short while still allowing staff to get a feel for the capabilities and interface of the solution and ask questions.

Information on Estimated Costs

- 22. Procurement Vehicles.** Provide a list of currently available procurement vehicle(s) GRTC could piggyback on to purchase both the solution and implementation services. Include the procurement vehicle's contract end date, what module(s) and implementation services are included and excluded in the pricing, or if all modules and all implementation services are included. Provide copies of any contracts or agreements that need to be signed and a brief description with examples of what would be considered out of scope that would cost an additional fee under the contract's terms.
- 23. Solution Costs.** Describe the pricing model used in the procurement vehicle and the estimated costs for software, maintenance, etc., for an entity like GRTC. Discuss the typical payment terms and the method of determining future cost adjustments year-over-year (e.g., general price increases and changes in user counts). Provide the estimated future yearly costs by year for an entity like GRTC if pricing for future year(s) is included in the procurement vehicle.
- 24. Implementation Costs.** Due to the high cost of ERP implementation services and the anticipated project timeline spanning multiple fiscal years, GRTC would like to understand the approximate cost of implementation services and the distribution of those costs. Provide estimated implementation costs by primary project phase in accordance with the Respondent's overall experience with projects of this type and implementation timelines proposed in #13 above. In addition to the cost schedules, describe the Respondent's approach to establishing a payment schedule and typical payment terms applied during an implementation project (e.g., monthly milestones).
- 25. Cost Assumptions.** List any other critical assumptions used in the Respondent's estimated costs.

Thank you for your anticipated interest in responding to GRTC's Request for Information! GRTC is committed to providing Minority and Women-owned Businesses (M/WBE) with equal opportunities to participate in all aspects of GRTC's procurement program and to encouraging the participation of M/WBEs and contractors who have demonstrated a commitment to working with M/WBEs.