



this issue

Key Project Updates **P. 1**

Product Demonstrations **P. 2**

New Webpage for Project EDGE **P. 2**

Important Links **P. 3**

What is Project EDGE?

Project EDGE is a cross-functional initiative to modernize how the City manages, integrates, and uses enterprise data to improve operational efficiency, transparency, and service delivery for residents and staff. A central component is the replacement of the City's Enterprise Resource Planning (ERP) system, the core business system that currently supports finance, budgeting, payroll, human resources, procurement, permitting, and utility billing. The current ERP was implemented approximately 25 years ago and no longer meets the City's needs.

PROJECT EDGE TEAM

Project Sponsor: Chuck Winn, City Manager

Steering Committee:

Melissa Hodnett, Finance Director

Cassandra Tozer, HR Director

Erin George, Community Development Director

Emiliano Esparza, City Engineer

Scott McMahan, IT Director

Project Manager: Justine Swanson, Financial Management Analyst

Key Project Updates

Process Mapping

Huge thank you to all the City staff who participated in process mapping for the City's finance, HR, utility billing and permitting processes. Subject matter experts from multiple departments created current state maps to document processes and drafted [future state maps](#) to identify areas for improvements. This work ensures that the City will utilize the new systems to their full potential and bring processes up to date with current needs.

Software RFPs Released

The City released three Requests for Proposals (RFP) to address enterprise-wide software needs that will modernize City processes.

Software	RFP Closes
ERP – Finance/HR	May 4, 2026
Utility Billing (UB)	May 4, 2026
Permitting, Licensing & Code Enforcement (PLCE)	May 18, 2026

The RFPs were a culmination of months of work that started in 2025 when the City contracted with the Government Finance Officers Association (GFOA) to provide consulting services on this project. With

their guidance and expertise, the City completed several phases. Project planning was completed in Phase I in late summer through September and resulted in the adoption of the [Project Charter](#) in December. The project team completed a needs assessment and process analysis from August through December in Phase II of the project. That information was then used in Phase III to develop a [Plan of Action](#) that was adopted in February 2026.

The RFPs were a collaborative effort between Finance, Human Resources, Community Development, Engineering, and IT, with valuable contributions from many other departments.

While the RFPs were released separately, their due dates have been coordinated to allow for concurrent evaluation. This will allow the City to weigh the benefits of best-of-breed systems against solutions from vendors who can meet multiple software needs within their proposed system.

Administrative RFP questions should be directed to: Mike Maas, City Clerk (406) 582-2321, procurement@bozemanmt.gov.

For general RFP questions: Justine Swanson, Project Manager, (406) 577-7136, Justine.Swanson@bozemanmt.gov.

Software Demonstrations

After the scoring committee evaluates written proposals from software vendors and implementors, the steering committee will elevate three respondents to a round of software demonstrations for each product category. These demonstrations will provide important insight into the functionality of the proposed solutions.

The demonstrations will take place over three days for ERP respondents, and will last a day and a half each for both Utility Billing and Permitting products. Steering Committee

members and Scoring Committee will be joined by Subject Matter Experts (SME) and Process Improvement Team (PIT) Crew members to ensure a broad spectrum of feedback. While SMEs and PIT Crew members will not score the proposals, they will complete demonstration surveys to provide input on potential scores.

Respondents will be provided with a script prior to the demonstrations to ensure all functional areas can be viewed and scored appropriately.

Product Demonstration Schedules

ERP (3 Days Each):

Respondent 1 - July 14-16
Respondent 2 – July 21-23
Respondent 3 – July 28-30

UB (1.5 Days Each):

Respondent 1 - Aug 4-5
Respondent 2 – Aug 5-6
Respondent 3 – Aug 11-12

PLCE (1.5 Days Each):

Respondent 1 – Aug 13-14
Respondent 2 – Aug 18-19
Respondent 3 – Aug 19-20

Project Schedule RFP Release Dates

ERP – March 14, 2026
Utility Billing – March 28, 2026
Permitting – April 11, 2026

RFP Due Dates

ERP – May 4, 2026
Utility Billing – May 4, 2026
Permitting – May 18, 2026

Written Proposal Analysis Due

All – June 16, 2026

Software Demos

ERP – July 14-30, 2026
Utility Billing – Aug 4-12, 2026
Permitting – Aug 13-20, 2026

Discovery Sessions

All – September

Contract Negotiations

All – October through
November

Contract Execution

All – November

New Webpage for Project EDGE

Q: Where can I find information about Project EDGE?

A: The Project EDGE team has created a new webpage designed to share information related to the project including documents, schedules and updates. By accessing the webpage, City employees can find the adopted Project Charter and Plan of Action documents. The schedule is also posted to ensure everyone is aware of key project dates. The webpage will also feature a Frequently Asked Questions section where we

will share answers to all your pressing questions.

If there is information that you would like to see added to the webpage, please reach out to any member of the project team. We look forward to sharing about this vitally important City project.

[Project EDGE Webpage](#)





Fun Fact

The City's ERP RFP received **129** questions from respondents, more than GFOA consultant Benjamin Davidson has ever received. The Project EDGE team hopes this translates into several competitive proposals.

Important Links

ERP for Financials and Human Resources RFP

[RFP - Enterprise Resource Planning \(ERP\) Software and Implementation Services | Bids RFPs RFQs | City Of Bozeman](#)

Utility Billing (UB) RFP

[RFP - Bozeman Utility Billing Software & Implementation Services | Bids RFPs RFQs | City Of Bozeman.](#)

Permits, Licenses, & Code Enforcement (PLCE) RFP

[RFP - Permits, Licenses, & Code Enforcement \(PLCE\) Software and Implementation Services | Bids RFPs RFQs | City Of Bozeman](#)

Project EDGE Webpage

[Project EDGE | City Of Bozeman](#)

For additional questions about Project EDGE reach out to Justine Swanson, Project Manager, (406)577-7136, Justine.Swanson@bozemanmt.gov.