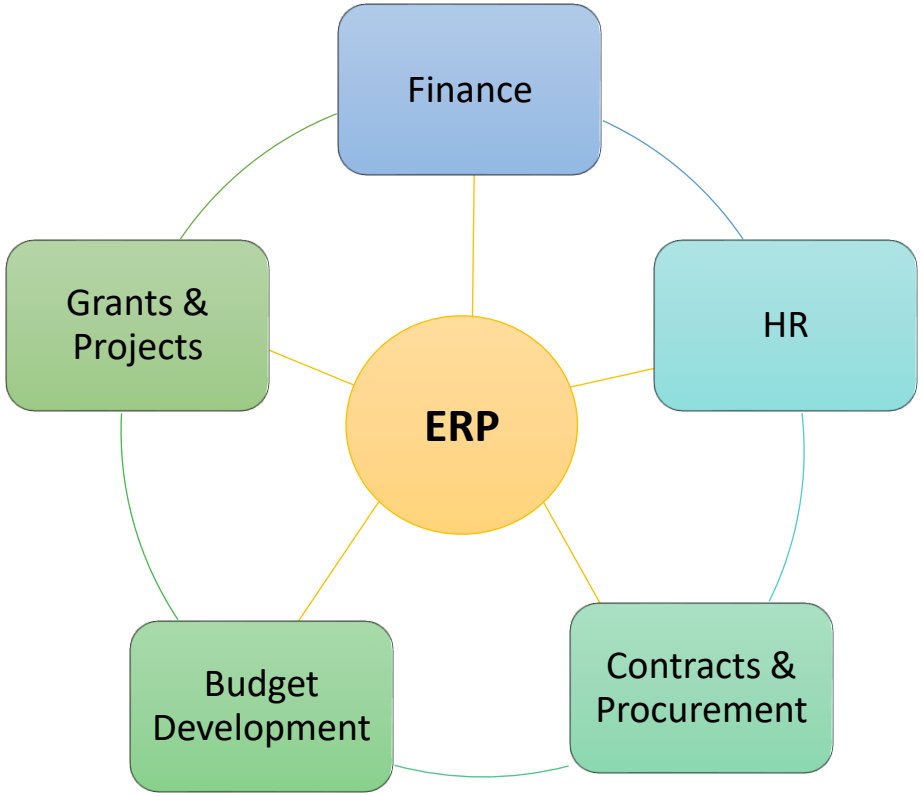
ERP Program Update

Metropolitan Transportation Commission
Administration Committee
May 13, 2026

What is an ERP?

- Enterprise Resource Planning (ERP) System: a software platform that integrates various business functions (such as finance, HR, contracts, projects, grants) into one complete system
- Central feature is a **shared database**
  - Employees in different sections can rely on the same information



ERP Implementation: Approach

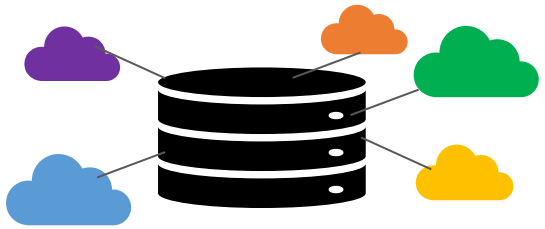
Where we're going

Current: Siloed applications

Human Resources · Finance · Payroll · Project & Grant Management · Budget · Contracts & Purchasing

- Poor user experience
- Manual processes
- Productivity gaps

Future: Enterprise Resource Planning System



- Centralized and automated system
- Consistency and transparency in data
- Streamlined processes & agencywide focus

Program Objectives

- Single source of truth
- Increased control, transparency, & accountability = decreased risk
- Cross-functional collaboration and decision-making
- Adaptable to changing needs

How we get there

Program Governance & Management
Change Management & Communications
Data Strategy

Discovery ✓
Business goals
Digital transformation vision

ERP Strategy ✓
Transformation roadmap

Software & System Integrator Procurements ✓

Phase 2C

Phased Implementation
Organizational & data readiness
Quick wins
Incremental value

Phase 2A & 2B

Operations & Enhancements
Manage, adapt, & innovate

Accomplishments and What's Next

January 2026
Phase 2A

- Payroll
- Time & Attendance
- Core HR

April 2026
Phase 2B

- Core Finance:
  - General Ledger
  - Fixed Assets
  - Budget
  - Accounts Payable & Receivable
  - Cash Receipts & Cash Management
- Procurement:
  - Requisitioning
  - Purchase Order Management
- Human Resources
  - Talent Management
  - Learn
  - Recruit
- Project Portfolio Management (PPM) for Projects & Grants

June/July 2026
Phase 2C

- HR Help Desk
- Expense Management

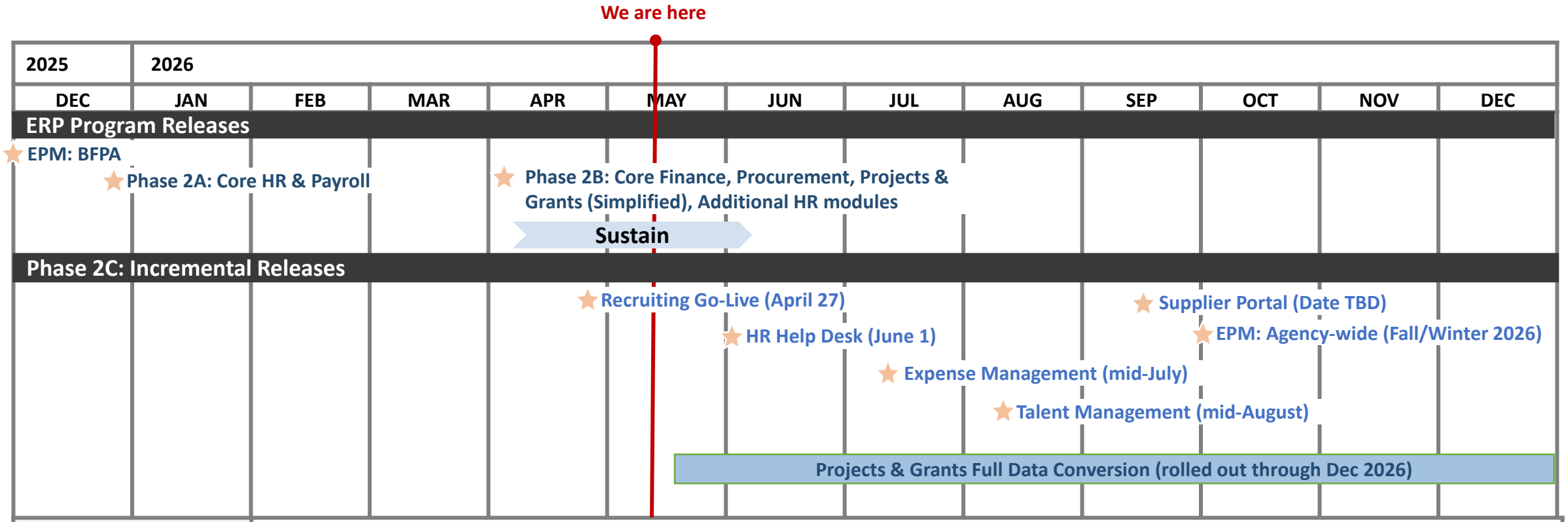
Ongoing/In Process
Emerging Needs

- Expanded project data conversion
- Supplier Portal launch; standardization of Purchase Orders and Invoices
- Annual budgeting in Enterprise Performance Management (EPM) module

Risk Assessment & Mitigation

Identified Risks & Common Pitfalls	Mitigation & Safeguards
Lack of centralized project governance structure	Implemented governance structure & Steering Committee
Lack of a centralized data structure and governance	Data Strategist onboarded to address gaps
Lack of consistently documented current state processes	Launched business process mapping, documented 30+ processes to date
Misalignment with broad business needs	Launched functional leads and SMEs network to inform requirement, workflows, and Oracle design
Stakeholder change resistance or change fatigue	Dedicated change management team in place; strategy, communications and stakeholder engagement
Lack of available resources and/or skills	Plan for resource gaps and backfilling of staff; training and upskilling
Beholden to a single provider	Checks and balances via a multiple vendor model
Unfriendly user interface and experience	Extensive evaluation of UI/UX by dedicated team
Stagnant, inflexible for future business needs	Cloud-based, industry top 3 system, industry-standard process modernization, and limit on customizations

Enterprise Resource Planning (ERP) Program Roadmap



PHASE 1	**ERP Strategy & Planning:** System and system integrator selection **(completed in 2024)**	
Enterprise Perf Mgmt	**EPM: Budget Preparation** Nov 2025 BFPA Soft Launch	
PHASE 2A (12/22/2025)	**Core HR:** Human Resources, Payroll, Time & Attendance, Benefits | **Risk Management:** HR	
PHASE 2B (04/08/2026)	• **Core Finance**: General Ledger, Fixed Assets, Budget, Accounts Payable, Accounts Receivable, Cash Receipts and Cash Mgmt. • **Procurement:** Requisition/Purchase Order	• **Projects & Grants** (Simplified) • **Risk Management:** ERP • **HR:** Learning
PHASE 2C (April – Dec 2026)	• **HR:** Recruiting • **HR:** HR Help Desk • **Expense Management** • **HR:** Talent Management	• **Projects & Grants:** Full data conversion • **Supplier Portal** • **EPM:** Agency-wide budget preparation

System Implementation Cost Increase

Scope Increase	Contract	Cost (in thousands)
• Additional functionality needed for agency budget preparation/management using Enterprise Performance Management (EPM) module. • Support for EPM go-live beginning Nov. 2026 for draft agency budget entry with all staff.	Mythics System Integrator	$600
Project management and training for: • Projects & Grants full data conversion • Standardization of Purchase Orders and Invoices' structure for Oracle Supplier Portal • Modules utilized by all staff including performance evaluations.	Slalom Strategic Advisory Services and Integration Support	$800

DRAFT ERP CAPITAL BUDGET
FY 2023-24 to FY 2026-27
(in thousands)

Description	Approved Budget FY 23-24 to FY 26-27	Amount Spent to Date (as of March 31, 2026)	Additional Anticipated Capital Budget FY26-27	Total Anticipated Capital Budget FY 23-24 to FY 26-27
Capital Costs				
Strategy and Change Management Consulting	$7,832	$6,852	$800	$8,632
ERP Software and System Integrator	$12,380	$9,699	$600	$12,980
MTC Staff	$9,703	$8,738	*	$9,703
Total Capital Costs	**$29,915**	**$25,289**	**$1,400**	**$31,315**

*To be determined as part of FY26/27 budget process.

Contract Actions (Implementation & Operations)

- Contract Amendment - System Integration of Oracle ERP Software: Mythics, LLC. ($600,000)
- Purchase Order Amendment - Enterprise Resource Planning (ERP) Strategic Advisory Services and Implementation Support: Slalom, Inc ($800,000)
- Purchase Order Amendment – ERP Oracle Cloud Subscription Services: Mythics, LLC ($900,000)

Questions?