

ERP Business Transformation

Management Committee



June 24, 2026 Sue Hauge



Agenda

1. Enterprise Resource Planning (ERP) Journey
2. PeopleSoft Project Health Check
3. Enterprise Resource Planning (ERP) Strategy
4. Business Transformation Taskforce

ERP Journey



What is Enterprise Resource Planning (ERP)?

Enterprise Resource Planning

Business software system that integrates and manages an organization's core processes such as:

- *Finance & Budget*
- *Human Resources*
- *Procurement*
- *Asset Management*

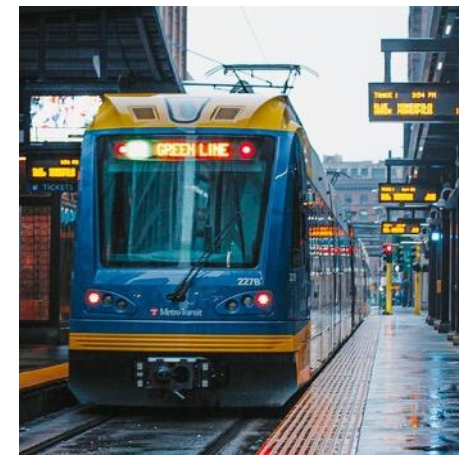
within integrated platforms to improve efficiency, data accuracy, and decision-making.

Journey started with Asset Management

Replace
WAM
System

Replace
TXbase
System

Asset Management – Procurement - Timekeeping



Business Process Systems Integration (BPSI) Program



Define and provide clear, consistent and standardized processes for:

- *Asset Management*
- *Timekeeping*
- *Absence Management*
- *Procurement*

Deliver technology solutions that support the projects and processes

- *TXbase Functionality*
- *Operational Reporting*
- *Integration Architecture*

BPSI Program – Original Scope

2023

2024

2025

2026

2027

Enterprise Asset
Management (EAMS)

Readiness

Procurement

Implementation

AMCL

Octave/21Tech

PeopleSoft investment

Procurement

Software Purchase

Implementation

Iceberg

Timekeeping &
Absence Management

Software Purchase

Implementation

Iceberg

Health Check

PeopleSoft Project Health Check by Gartner



Gartner identified 3 key risk factors with the PeopleSoft project that indicated high risk



Business Strategy Alignment

- The program lacks a clear long-term vision or strategic alignment with enterprise-wide business objectives.
- Challenging to articulate the ultimate program benefits.



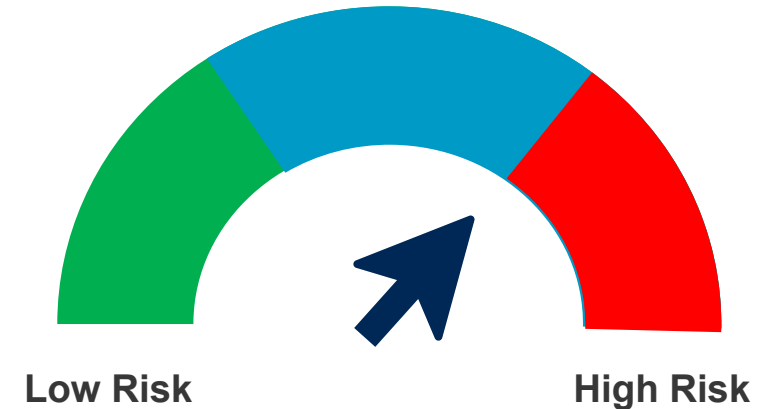
People and Change Management

- Project capacity strained due to understaffing, high turnover and staff performing multiple roles.
- Deeply siloed culture.
- Immature organizational change management across the organization.



Delivery Assurance

- Major delivery assurance gaps.
- Ongoing scope creep.
- Misaligned timelines.
- Absence of a program-level Quality Assurance leader.



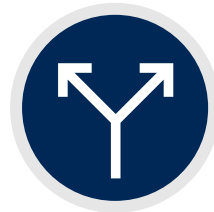
Given that the Met Council's ERP initiative began without a clear strategy, it would benefit from a strategic reset to move forward

Gartner's ERP Health Check assessed the BPSI Program at **medium to high risk** of failure.

Gartner recommends that the Met Council:



Pause and Reassess



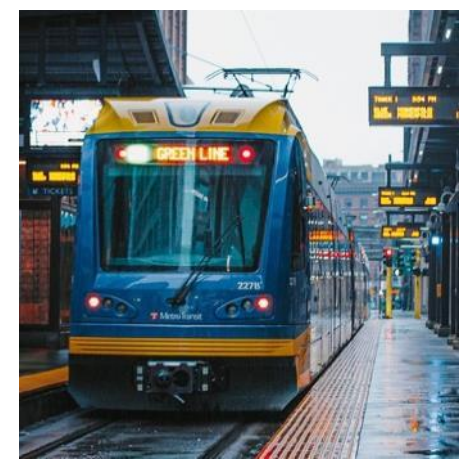
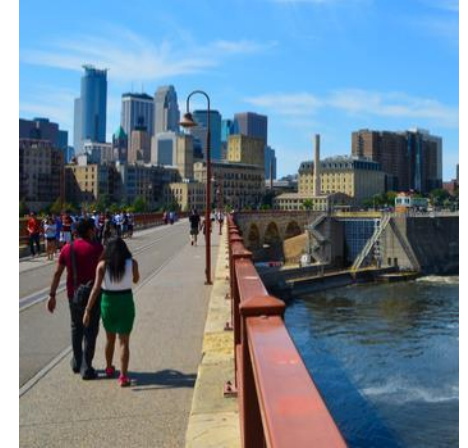
Evaluate Strategic Options



Develop a Comprehensive Roadmap



Establish Independent Oversight



ERP Strategy



Four Key Themes Emerged From This Analysis



Manual Processes



Disparate Solutions



**Employee
Experience**



**Data & Information
Management**

Successful and effective transformation is dependent on replacing PeopleSoft with a modern ERP platform

Risks with PeopleSoft

- Shrinking talent pool to maintain.
- Higher maintenance cost.
- Poor user experience.

Modernize to new ERP

- Opportunity to transform business.
- Improved usability, mobile access, and self-service tools.
- ..but high upfront cost in people & dollars, and complexity of execution.

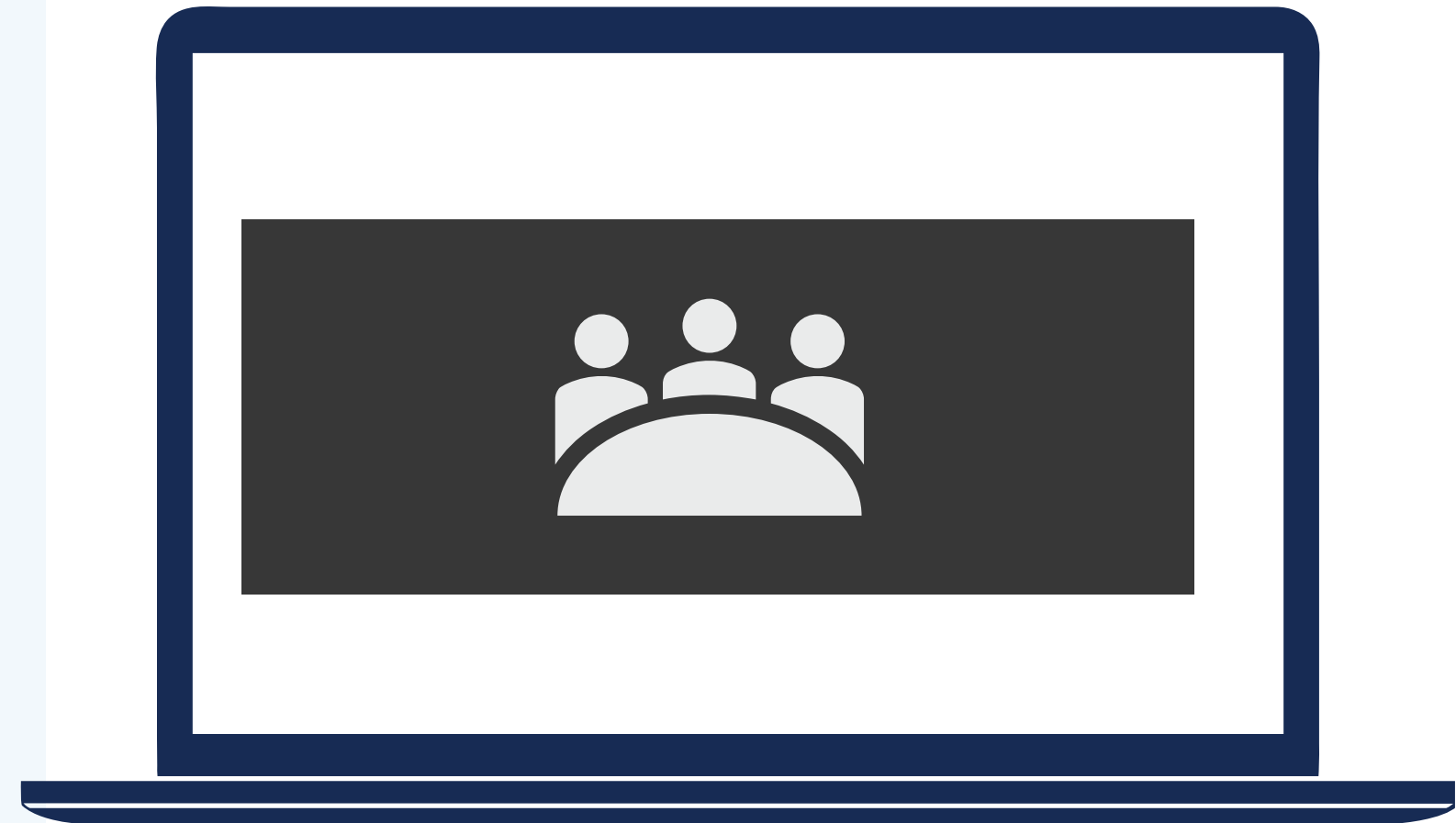
The Council's viable path forward is to pursue a new ERP solution

Business Transformation Taskforce (BTT)



Purpose of the Business Transformation Taskforce

- To transform how it operates its business processes to leverage capabilities available in the next generation of enterprise applications, such as ERP and EAMS.
- The BTT ensures the organization approaches transformation as a coordinated, outcome-focused effort.
- The BTT:
 - Provides cross-department leadership to align initiatives around business outcomes
 - Challenges status-quo processes and drives organizational changes needed for successful transformation
 - Leverages existing PMO structures to drive project management discipline



What would the Council's ERP Transformation Taskforce do?

Serves as a “one-stop-shop” for ERP-related initiatives and supporting activities



The ERP Transformation Taskforce will coordinate these activities across the Council's ERP initiatives providing one central coordinating function for the ERP Transformation Program

Full Scope of BTT

ERP Modernization

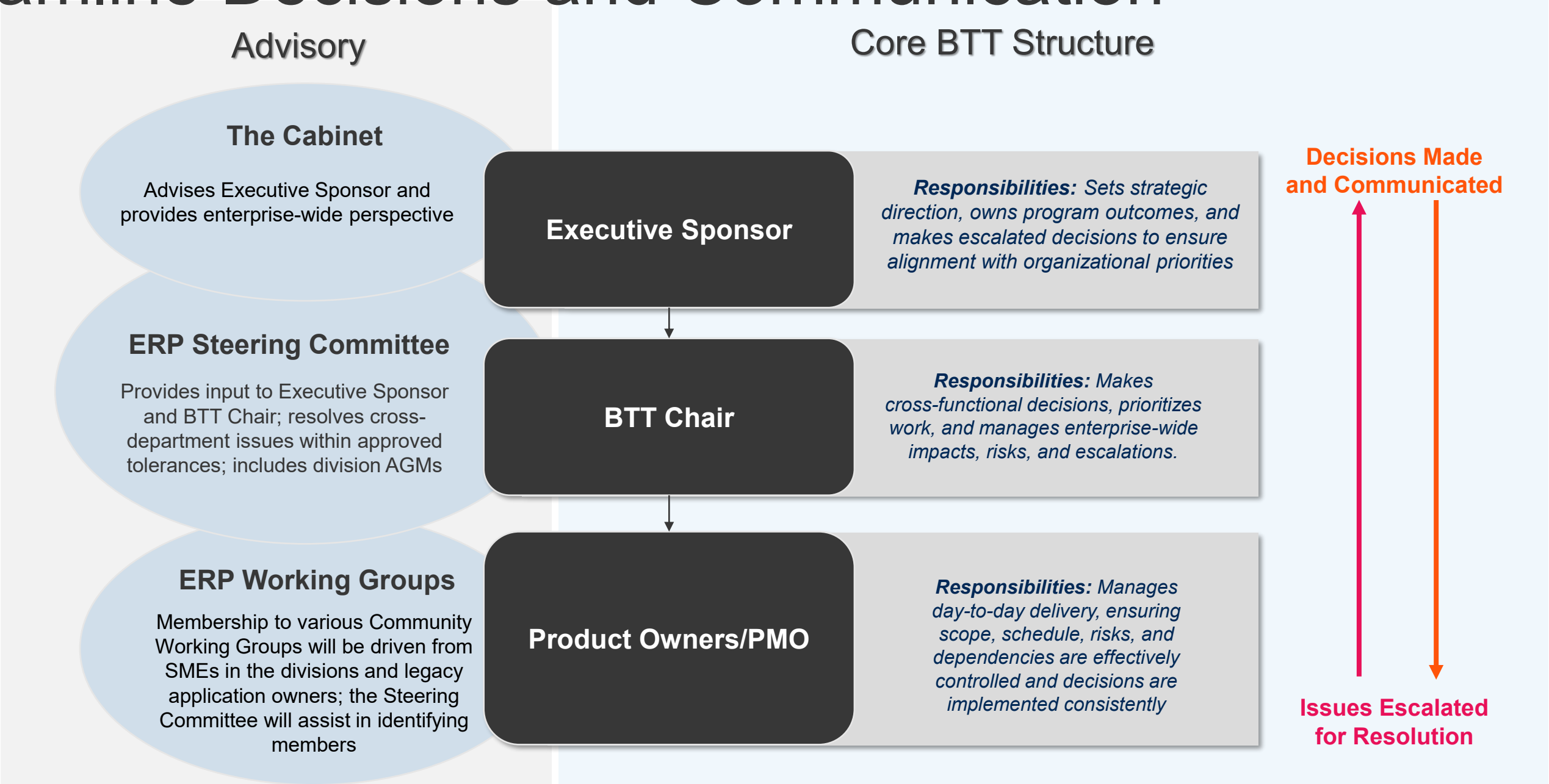
Replacement of Current PeopleSoft Functions

- Finance
- Budget
- Human Resources
- Procurement

Implementation of Octave Attune EAM

- Asset Management

BTT Structure Aligns with Met Council Governance to Streamline Decisions and Communication



BTT Program Support Roles and Staffing

BTT Advisory: Gartner ✓

Owner's Agent / Assurance

System Integrator

Platform

Process Change

Human Resources
Finance & Budget
Procurement

Gartner ✓

TBD
(future contract)

TBD
(future contract)

TBD
(future contract)

Asset
Management

AMCL
(22P018
amendment)

21Tech ✓

Octave
Attune
(formerly Hexagon) ✓

AMCL
(22P018
amendment)

ERP Roadmap

2026

2027

2028

2029

Enterprise Asset
Management (EAMS)

Design

Implementation

AMCL
Octave/21Tech

Procure ERP
Solution

Software Purchase

- Chart of Accounts
- Procurement

Redesign

Implementation

Finance &
Budget

Implementation

Human
Resources

Implementation

Our ERP Vision & Guiding Principles

Our Vision

To modernize our enterprise systems to better serve the region through streamlined operations, trusted data, and responsive, future-ready services.

Business

Business Best Practices

Adopt **standard processes and configurations** within the solution to support the Council's needs, align to ERP best practices by changing what we do, reduce process complexity, and minimize customization

Business Intelligence

Provide support of business workflows to **enable access to, and analysis of, information** for improved and optimized decision making, risk identification, and self-service

Technology

Interoperability

Implement solutions with automated integration to external solutions versus a solution that requires manual reentry or tracking of data in external applications

Cloud Based Solution

Cloud-based technology and applications to leverage the scalability, accessibility, and continuous innovation inherent to cloud environments

Accessibility

Provide users **access to relevant systems and information**, with the right controls, compliance, and security measures, what they need, when and where they need it

Overall

Best Fit

Preference for solutions that are best fit and integrate appropriate applications to support capabilities in scope rather than seeking a single monolithic solution suite

Data-Driven Decisions

Enterprise data will be available to strengthen decision making towards meeting mission critical priorities.

Implementation Support

Ensure support services (e.g., training, data migration) is addressed as part of the future-state implementation rather than solely an emphasis on the solution.

Maximize ROI

Keep the lights on approach to PeopleSoft, while implementing new solutions with a deadline of 3 years:2027-2029, using a phased approach. Minimize TCO.

What's Different?

Why this ERP program will be a success:

Clear enterprise vision and guiding principles for success

- *Lesson: ERP projects fail when departments optimize for themselves instead of the enterprise*

Governance structure in the BTT

- *Lesson: without a clear strategic purpose, the ERP became a response to external pressures rather than a driver of transformation.*

Clear focus on business process change

- *Lesson: Assign process owners who have authority across functions and can make decisions that optimize the whole value chain.*

Meta-Lesson: Fixing the technology is not enough to bring the organization together

Thank You

