

**METROPOLITAN  
TRANSPORTATION  
COMMISSION**  
**Meeting Transcript**



MAY 13, 2026

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**ADMINISTRATION COMMITTEE  
WEDNESDAY, MAY 13, 2026, 9:40 AM**

**CHAIR, GINA PAPAN:** ALL RIGHT GOOD MORNING EVERYONE. MY NAME IS GINA PAPAN I'M GOING TO CALL THE MTC ADMIN COMMITTEE TO ORDER. MY VICE CHAIR AMBER MANFREE IS HERE AS WELL. THIS MEETING IS BEING WEBCAST ON THE MTC WEBSITE. REMOTE PARTICIPATION, IF YOU WOULD LIKE, RAISE YOUR HAND, USE THE STAR NINE FEATURE. YOU WILL BE CALLED UPON AT THE APPROPRIATE TIME. TELECONFERENCE APPOINTEES, THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. WELL, THERE WE GO. OKAY [LAUGHTER] AGENDA ITEM ONE, ROLL CALL, PLEASE CONFIRM THE QUORUM.

**CLERK OF THE BOARD:** CHAIR PAPAN?

**CHAIR, GINA PAPAN:** HERE.

**CLERK OF THE BOARD:** CHAIR MANFREE?

**V. CHAIR, AMBER MANFREE:** HERE.

**CLERK OF THE BOARD:** COMMISSIONER ABE-KOGA?

**SPEAKER:** SHE'S HERE.



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1

2 **CLERK OF THE BOARD:** I SEE HER NODDING HER HEAD. NON-VOTING  
3 AMBUEHL?

4

5 **DAVID AMBUEL:** HERE.

6

7 **CLERK OF THE BOARD:** FLEMING?

8

9 **VICTORIA FLEMING:** HERE.

10

11 **CLERK OF THE BOARD:** LEE IS ABSENT. MELGAR?

12

13 **MYRNA MELGAR:** HERE.

14

15 **CLERK OF THE BOARD:** MILEY?

16

17 **NATHAN MILEY:** HERE.

18

19 **CLERK OF THE BOARD:** RAMOS? NON-VOTING SCHAFF?

20

21 **LIBBY SCHAFF:** HERE.

22

23 **CLERK OF THE BOARD:** WE HAVE QUORUM.

24

25 **CHAIR, GINA PAPAN:** EXCELLENT. BEFORE WE MOVE ON, AND BECAUSE



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1 WE'RE THE ADMIN COMMITTEE, I'M SURE CHAIR FLEMING, AND I --  
2 WE'RE MISSING SOMETHING ON OUR AGENDA ITEMS WHICH WOULD BE  
3 CHAIR'S REPORT. BATA GETS IT EVERY -- WELL, IT SHOULD BE ON  
4 EACH ONE. SO, IN THE FUTURE, WE NEED TO ADD THAT, PLEASE. AND  
5 WE DO HAVE SOMEWHAT OF A CHAIR'S REPORT THIS WEEK. SURPRISE,  
6 SURPRISE. IN ORDER TO REALLY IMPROVE ON OUR PERFORMANCE AS  
7 COMMISSIONERS HERE, WE ARE GOING TO TAKE NOTES BETTER AND MAKE  
8 SURE STAFF GET ANY SUGGESTIONS FROM THE COMMITTEES. BECAUSE WE  
9 USUALLY HAVE ALREADY PREPRINTED RESOLUTIONS. SO WE WANT TO  
10 MAKE NOTES. AND AS THINGS MOVE FORWARD HERE, STAFF DOES A  
11 GREAT JOB AND THEY WATCH ALL KINDS OF TAKE PLACE, I'M SURE,  
12 BUT WE ALSO WANT TO MAKE SURE THAT WE ARE GETTING WHAT WE COME  
13 UP WITH, OR AGREE TO MOVES FORWARD. SO THAT'S OUR UNOFFICIAL  
14 CHAIR'S REPORT. HOPEFULLY IN THE FUTURE WE GET A LITTLE MORE  
15 HERE. WE'RE MOVING TO CONSENT I'M GOING TO PULL ITEM 2D. IS  
16 THERE ANYBODY ELSE WHO WOULD LIKE TO PULL AN ITEM? OKAY.  
17 SEEING NONE. DO WE HAVE ANY COMMENTS? CAN I GET A MOTION ON  
18 ABC, E, F, AND G OF CONSENT?

19

20 **V. CHAIR, AMBER MANFREE:** MOTION TO APPROVE CONSENT WITH THE  
21 EXCEPTION OF 2D. MANFREE.

22

23 **CHAIR, GINA PAPAN:** OKAY DO WE HAVE PUBLIC COMMENTS ON CONSENT?

24

25 **CLERK OF THE BOARD:** I SEE NO ONE IN THE ZOOM SPACE NONE IN THE



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1 BOARDROOM AND NO WRITTEN CORRESPONDENCE WAS RECEIVED.

2

3 **CHAIR, GINA PAPAN:** OKAY ROLL CALL ON THOSE ITEMS PLEASE.

4

5 **CLERK OF THE BOARD:** CHAIR PAPAN?

6

7 **CHAIR, GINA PAPAN:** YES.

8

9 **CLERK OF THE BOARD:** CHAIR MANFREE?

10

11 **V. CHAIR, AMBER MANFREE:** YES.

12

13 **CLERK OF THE BOARD:** COMMISSIONER ABE-KOGA?

14

15 **V. CHAIR, MARGARET ABE-KOGA:** AYE.

16

17 **CLERK OF THE BOARD:** COMMISSIONER FLEMING? JUST STEPPED OUT.

18 COMMISSIONER LEE IS ABSENT. COMMISSIONER MELGAR? COMMISSIONER

19 MILEY? COMMISSIONER RAMOS?

20

21 **CHAIR, BELIA RAMOS:** YES.

22

23 **CLERK OF THE BOARD:** MOTION PASSES UNANIMOUSLY BY ALL MEMBERS

24 PRESENT.

25



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1 **CHAIR, GINA PAPAN:** EXCELLENT. THANK YOU. OKAY GOING BACK TO 2D  
2 HERE, A LITTLE MORE DETAIL WOULD BE HELPFUL ON THIS ITEM, AND  
3 IT'S GREAT TO KNOW THAT OUR STAFF IS GETTING TRAINING. CAN WE  
4 GET A LITTLE MORE WHAT DOES THIS TRAINING ENTAIL? AND AGAIN  
5 YOU WILL PROBABLY FOLLOW UP WITH THIS I'M SURE IT'S VERY  
6 INVOLVED IN THAT BUT IT'S CLOSE TO A MILLION DOLLAR FOR THREE  
7 YEARS AND A LOT OF EMPLOYEES. CAN YOU GIVE US, LIKE, A GENERAL  
8 AS TO WHAT THE TRAINING ENTAILS? NICK ROETHEL: I'M JUST GOING  
9 TO START AND MIKE AYCOCK, OUR HEAD OF HR CAN JUMP IN. GOOD  
10 MORNING, CHAIR PAPAN, COMMITTEE MEMBERS. THE ASUP AGREEMENT  
11 FIRST OF ALL IT'S A THREE YEAR AGREEMENT ROUGHLY \$330,000 A  
12 YEAR THAT ENTAILS A PROGRAM FOR FOLKS WHO ARE AT THE  
13 SUPERVISORY LEVEL AND ABOVE. SO, IN OUR ORGANIZATION THAT'S  
14 ROUGHLY THE PRINCIPLE LEVEL, ASSISTANT DIRECTOR LEVEL, AND  
15 DIRECTOR LEVEL, THEN DEPUTY EXECUTIVE DIRECTOR LEVELS, WHICH  
16 IS ONE-ON-ONE COACHING PROGRAM THAT'S IT ROTATED THROUGH ALL  
17 FOLKS WHO ARE INTERESTED IN IT SO IT'S A PROGRAM THAT ALLOWS  
18 FOLKS TO HAVE THE OPPORTUNITY TO HAVE A COACH. AND WE BEGIN  
19 THAT ENGAGEMENT WITH AN ALIGNMENT MEETING WITH A SUPERVISOR  
20 AND THEN DEPENDING ON THE TYPE OF COACHING THEY GET, THERE IS  
21 TWO TYPES, GROWTH AND LEADERSHIP. ONE OPPORTUNITY IS ONCE A  
22 MONTH FOR THE INDIVIDUAL RECEIVING THE COACHING, THE OTHER  
23 OPPORTUNITY IS ROUGHLY TWICE A MONTH FOR THE INDIVIDUAL. IT  
24 ALL DEPENDS ON WHAT POINT IN THEIR CAREER THEY'RE AT. OVERALL  
25 THIS IS PART OF OUR ROBUST LEADERSHIP PROGRAM THAT ALLOWS US



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1 TO GIVE FOLKS THE TRAJECTORY THAT THEY'RE INTERESTED IN. WE  
2 WANT TO MAKE SURE THAT PEOPLE IN THE ORGANIZATION ACHIEVE WHAT  
3 THEY WANTED TO ACHIEVE, THAT MAY BE WITHIN THE ORGANIZATION,  
4 IT MAY BE WITH SOME OF YOUR ORGANIZATIONS, IT MAY BE WITH SOME  
5 OF OUR PARTNERS. SO, WE TAKE FOLKS'S DEVELOPMENT VERY  
6 SERIOUSLY. WE ALSO HAVE NEW -- THIS IS NOT -- I'LL JUST SAY  
7 THIS IS NOT PART OF THIS ITEM BUT I WANT TO PUT IT INTO  
8 PERSPECTIVE WHEN FOLKS ARE PROMOTED INTO SUPERVISORY LEVEL,  
9 THEY DO TAKE A NEW SUPERVISOR'S TRAINING CLASS. WE ALSO HAVE  
10 OPPORTUNITY FOR FOLKS TO APPLY FOR OUR INTERNAL LEADERSHIP  
11 ACADEMY WHICH IS KIND OF THAT SECOND LEVEL, THE 201 VERSION  
12 LEVEL OF LEADERSHIP AND THEN AS YOU GET INTO THAT PRINCIPAL  
13 LEVEL, YOU GET THAT ONE-ON-ONE COACHING. SO WE HAVE VERY MUCH  
14 SOUP TO NUTS APPROACH WHEN OUR STAFF TO MAKE SURE THEY'RE  
15 GETTING WHERE THEY WANT TO GO AND ALSO MAKE SURE THAT THEY  
16 BECOME THE LEADERS THAT YOU ALL LIKE THEM TO BE AS WELL. MIKE  
17 YOU WANT TO ADD?

18

19 **SPEAKER:** MIKE AYCOCK, HEAD OF HR WITH MTC JUST ALSO LIKE TO  
20 ADD THE COACHING KEY IS PART OF DEVELOPMENT LEADERS WITHIN OUR  
21 ORGANIZATION IT PROVIDES THIRD-PARTY FEEDBACK AND GUIDANCE AND  
22 SOUNDING BOARD TO GET THROUGH TRADITIONAL CLASSROOM TRAINING  
23 AS WELL OUTLET FOR SUPERVISOR AND LEADERS TO SPEAK WITH  
24 SOMEONE ELSE ABOUT CHALLENGES THAT MIGHT BE HAPPENING WITH  
25 DIRECT REPORT IN ADDITION TO OUR OTHER RESOURCES WITHIN THE



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1 AGENCY REAL SUPPORT AND ANOTHER DIMENSION TO OVERALL  
2 LEADERSHIP TRAINING AND DEVELOPMENT THAT WE HAVE IN THE AGENCY  
3 HERE.

4

5 **CHAIR, GINA PAPAN:** SO SENSE WE HAVE HAD THIS ALREADY WHAT HAS  
6 BEEN THE PERCENTAGE OF PEOPLE THAT ARE TAKING ADVANTAGE OF  
7 THIS? HOW SUCCESSFUL ARE WE RATING THE SERVICE WITH OUR  
8 EMPLOYEES?

9

10 **SPEAKER:** PARTNERSHIPS IN THE COACHING PROGRAM COHORTS HAVE  
11 OVERWHELMINGLY ENJOYED IT AND IT'S BEEN RECEIVED REALLY WELL,  
12 HAVING OUR RESOURCES WITHIN THE AGENCY CAN BE LIMITED  
13 SOMETIMES, YOU KNOW, HUMAN RESOURCES WERE, YOU KNOW, 15 PEOPLE  
14 RIGHT NOW NOT ALL SPECIALIZING IN COACHING FOR LEADERS SO IT  
15 GIVES THEM OPPORTUNITY TO HAVE SOMEONE TO SPEAK TO WHEN OUR  
16 PAST MIGHT BE CHALLENGED AND YOU KNOW, HAVING THAT THIRD-PARTY  
17 HAS BEEN WELL-RECEIVED BY OUR LEADERS IN THE AGENCY. WE HAVE  
18 HAD ABOUT 40 TO 45 SLOTS PER YEAR FOR EACH COHORT OVER THE  
19 PAST THREE YEARS. THIS CURRENT ONE IS GOING TO EXPAND IT TO  
20 ABOUT 62 PER YEAR, SO, WE'RE GOING TO HAVE EVEN GREATER  
21 OPPORTUNITIES TO MAXIMIZE THE REACH WITHIN OUR ORGANIZATION.

22

23 **CHAIR, GINA PAPAN:** DOES THIS INCLUDE -- BECAUSE WE HAVE SO  
24 MANY RISKS THESE DAYS, AND I'M ASSUMING, NICK, CYBER SECURITY,  
25 WE HAVE OTHER TRAINING LIKE FOR ALL STAFF JUST BECAUSE WE KNOW



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1 CITIES HAVE BEEN HELD HOSTAGE RECENTLY, I MEAN, THAT TYPE OF  
2 INTERNAL TRAINING IS AVAILABLE TO ANYBODY? OR MUST -- I WOULD  
3 HOPE WOULD BE MANDATORY IN THAT REALM.

4

5 **NICK ROETHEL:** YES IT IS CYBER SECURITY TRAINING IS MANDATORY  
6 AND REGULAR WE TEST OUR FOLKS TO MAKE SURE THEY'RE DOING THE  
7 RIGHT THINGS WITH CERTAIN TYPES OF COMMUNICATION THEY'RE  
8 RECEIVING WE HAVE ROBUST INFORMATION SECURITY TRAINING PROGRAM  
9 AS WELL AS THAT IS SEPARATE THOUGH FROM THE ASAP PROGRAM. IF  
10 YOU DO WANT MIND CHAIR PAPAN I HAVE A FEW STATISTICS THAT  
11 MIGHT BE INTERESTED WITH THE QUESTION YOU ASKED BECAUSE  
12 INTERNALLY WE ASK THE SAME QUESTION AND GIVEN THE COST OF THIS  
13 PROGRAM WE HAVE COACHED IN THE LAST YEAR OVER 45 FOLKS IN THE  
14 LAST THREE YEARS, 106 FOLKS RECEIVED COACHING. SO IT'S A  
15 SIGNIFICANT AMOUNT OF FOLKS WITHIN THE AGENCY THAT HAVE TAKEN  
16 ADVANTAGE OF IT. WE HAVE 45 CURRENT ACTIVE COACHES. THIS STAYS  
17 A LITTLE BIT OUTDATED BECAUSE THIS WAS WHEN WE WERE PREPARING  
18 THE ITEM A FEW MONTHS AGO AND ONE OF THE THINGS THAT'S REALLY  
19 IMPORTANT TO THIS THERE IS A 363 COMPONENT WHERE FOLKS AND  
20 THIS IS WHAT MIKE ALLUDED TO EARLIER, WHERE FOLKS ARE GETTING  
21 INFORMATION FROM THEIR COLLEAGUES ABOUT WHAT THEY CAN WORK ON.  
22 AND VAST MAJORITY OF FOLKS GO THROUGH THE 360 PROGRAM AND THEN  
23 ARE ABLE TO USE THAT DIRECTLY WITH THEIR COACH TO UNDERSTAND  
24 AREAS WHERE THEY CAN GROW AS LEADERS. THEN THERE IS ALSO  
25 MOTIVATION SKILL SO COACHING COMPANY HAS METRICS THAT THEY



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1 PROVIDE BACK TO US TO MAKE SURE THAT WE'RE GETTING VALUE AND  
2 GETTING OUTCOMES THAT WE'RE LOOKING FOR SO ALSO HAVE HIGH  
3 MOTIVATION SCORE PEOPLE ARE VERY INTERESTED AND WANT TO  
4 CONTINUE DOING COACHING ONCE THEY START AND I THINK THAT'S AN  
5 IMPORTANT METRIC IT MEANS WE HAVE PEOPLE HERE WHO ARE LIFELONG  
6 LEARNER WHO IS WANT TO BE THE BEST LEADER THEY CAN BE AND THAT  
7 MANIFESTS ITSELF THROUGH THIS PROGRAM.

8

9 **CHAIR, GINA PAPAN:** THAT'S GREAT ANY OTHER COMMISSIONER  
10 QUESTIONS?

11

12 **V. CHAIR, AMBER MANFREE:** I'LL MAKE A COMMENT WHICH IS THAT FOR  
13 THE INVESTMENT OVER THREE YEARS IT'S PRETTY SUBSTANTIAL PER  
14 EMPLOYEE IT SOUND LIKE I'M JUST WONDERING WHAT ALTERNATIVE  
15 PROGRAMS YOU MIGHT HAVE CONSIDERING IN DOING THIS WHETHER  
16 THERE IS ANYTHING MORE CONCRETE SKILL BUILDING OR TEAM  
17 BUILDING KIND OF AS THE SPECTRUM OF WHAT YOU CAN TRAIN PEOPLE  
18 IN YOU KNOW LIKE I GUESS THAT'S MY QUESTION IS LIKE WHERE  
19 THERE ARE OTHER OPTIONS CONSIDERED BECAUSE THAT YOU COULD FOR  
20 EXAMPLE, CONTRACT WITH AN EDUCATIONAL INSTITUTION TO DO  
21 SPECIFIC SKILLS TRAINING FOR ABOUT THE SAME AMOUNT OF MONEY.  
22 RIGHT?

23

24 **NICK ROETHEL:** THE ANSWER TO YOUR QUESTION IS [LAUGHTER] YES,  
25 BUT I'LL PROVIDE ADDITIONAL DETAIL SO THIS IS A COMPLEMENT TO



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1 THE TYPE OF PROGRAM YOU'RE TALKING ABOUT SO THIS IS AT WHAT  
2 LEVEL WE WANT TO TRAIN OUR LEADERSHIP INTO WHAT LEVEL WE WANT  
3 THEM TO PERFORM SO THE INTERNAL DECISION THAT WE HAVE TAKEN AT  
4 THIS POINT IS TO KEEP THAT AT A HIGH-LEVEL SO THAT WE'RE  
5 HAVING FOLKS THAT ARE PERFORMING ALSO MOVING UP IN THEIR  
6 CAREER TO AREAS THAT ARE QUITE FRANKLY PRETTY EXCEPTIONAL IN  
7 TERMS OF INDUSTRY THAT WE'RE IN. WE DID LOOK AT OTHER OPTIONS  
8 AS FAR AS TYPES OF COMPANIES THAT PROVIDE ONE-ON-ONE COACHING  
9 AND I KNOW THAT'S NOT EXACTLY WHAT YOU ASKED AND WE DID LOOK  
10 AT MERITS LIKE COULD YOU FIND A COMPANY THAT'S CHEAPER. I'M  
11 NOT SURE THE ANSWER IS REALLY YES. IT'S MORE WHAT IS THE VALUE  
12 PROPOSITION. SO THAT'S WHAT WE HAD REALLY ENTERTAINED WHEN WE  
13 WERE LOOKING AT THIS PROGRAM AND WHETHER TO CONTINUE IT FOR  
14 OUR STAFF, UNDERSTANDING THAT IT IS AN INVESTMENT. AND THE  
15 HOPE, AND I THINK THAT THE RESULTS THAT WE HAVE SEEN SHOW THAT  
16 IT IS EFFECT AND I HAVE WE DO SEE LEADERS THAT ARE CONTINUING  
17 MOVE UP AND GROW, WHETHER IT'S HERE, OR WHETHER IT'S WITHIN  
18 OTHER ORGANIZATIONS IN THE BAY AREA.

19

20 **CHAIR, GINA PAPAN:** OKAY. I THINK MANY OF US ARE REALLY  
21 INTERESTED IN THIS. NOT A REASON TO HOLD ANYTHING UP HERE BUT  
22 IF YOU COULD SHARE WITH US AFTERWARDS THE TYPE OF TRAINING  
23 PEOPLE GET I MEAN OUR GOAL HERE IS REALLY THE STRENGTH OF THE  
24 AGENCY AND THE ORGANIZATION, WHICH IS ALWAYS IMPORTANT. AND  
25 MOVING FORWARD HERE, YOU KNOW, WE ALL LEARN, IF WE MAKE



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1 MISTAKES WHAT DO WE DO NEXT, THAT KIND OF THING,  
2 RESPONSIBILITY, ACCOUNTABILITY, THAT KIND OF THING. SO JUST AS  
3 A GENERAL MANNER, IF YOU COULD SHARE WITH US, NOT WHO IS  
4 TAKING WHAT, BUT WHAT CLASSES ARE KIND OF AVAILABLE? THIS 360  
5 THING SOUND VERY INTERESTING. I HAVE NEVER HEARD OF SUCH A  
6 THING BUT IT WOULD BE ENLIGHTENING TO US, PARTICULARLY GIVEN -  
7 - WE'RE INTO THIS FOR ANOTHER THREE YEARS, AND AS MY CO-CHAIR,  
8 OR VICE CHAIR NOTED, IT'S A SIGNIFICANT INVESTMENT. SO, I WILL  
9 MOVE APPROVAL OF THIS, AND, AGAIN, I THINK SEVERAL PEOPLE  
10 WOULD BE VERY INTERESTED, IF WE COULD JUST SHARE SOME FOLLOW-  
11 UP. OKAY? SO, I'M MAKING THE MOTION. IS THERE A SECOND?

12

13 **V. CHAIR, AMBER MANFREE:** SECOND.

14

15 **CHAIR, GINA PAPAN:** THANK YOU. ANY PUBLIC COMMENTS?

16

17 **CLERK OF THE BOARD:** I SEE NO HAND RAISED IN THE ZOOM SPACE, NO  
18 ONE IN THE BOARDROOM WISHING TO SPEAK AND NO WRITTEN  
19 CORRESPONDENCE RECEIVED. AND THAT WAS A MOTION BY CHAIR PAPAN  
20 AND A SECOND BY CHAIR MANFREE?

21

22 **CHAIR, GINA PAPAN:** YES. ROLL CALL PLEASE.

23

24 **CLERK OF THE BOARD:** CHAIR PAPAN?

25



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1 **CHAIR, GINA PAPAN:** YES.

2

3 **CLERK OF THE BOARD:** MANFREE?

4

5 **V. CHAIR, AMBER MANFREE:** YES.

6

7 **CLERK OF THE BOARD:** ABE-KOGA?

8

9 **V. CHAIR, MARGARET ABE-KOGA:** AYE.

10

11 **CLERK OF THE BOARD:** FLEMING?

12

13 **VICTORIA FLEMING:** YES.

14

15 **CLERK OF THE BOARD:** LEE IS ABSENT. MELGAR? MILEY?

16

17 **NATHAN MILEY:** YES.

18

19 **CLERK OF THE BOARD:** RAMOS? MOTION PASSES UNANIMOUSLY BY ALL

20 MEMBERS PRESENT.

21

22 **CHAIR, GINA PAPAN:** EXCELLENT. THANK YOU EVERYONE. REALLY

23 APPRECIATE IT. MOVING ON, ITEM 3A, COMMITTEE APPROVAL OF AN

24 ENTERPRISE RESOURCE PLANNING, OTHERWISE KNOWN AS ERP PROGRAM

25 UPDATE AND CONTRACT ACTIONS. WE HAVE BEFORE US ONE CONTRACT



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1 AMENDMENT SYSTEM INTEGRATION OF ORACLE ERP SOFTWARE. WE'LL GET  
2 INTO THE DETAILS THERE. 600,000, PURCHASE ORDER AMENDMENT  
3 ENTERPRISE RESOURCE PLANNING ERP STRATEGIC ADVISORY SERVICES,  
4 AND IMPLEMENTATION SUPPORT, SHOLOM, INC. 800,000 AND PURCHASE  
5 ORDER AMENDMENT ERP ORACLE CLOUD SUBSCRIPTION SERVICES  
6 MYTHICS, MYTHICS, ALL KIND OF ROMAN NUMERALS FOLLOWING THAT  
7 900,000. AND, NICK, DO YOU WANT -- I KNOW THIS IS YOURS. DO  
8 YOU WANT TO ADD ANYTHING?

9

10 **NICK ROETHEL:** WELL, GOOD MORNING AGAIN, CHAIR PAPAN AND  
11 COMMISSIONERS. I DO HAVE A SHORT PRESENTATION FOR ALL OF YOU.  
12 AND THERE IS THREE THINGS I WANT TO ACCOMPLISH IN THIS  
13 CONVERSATION. NUMBER ONE IS I WANT TO GIVE AN UPDATE ON THE  
14 PROJECT. WE LAST TALKED ABOUT THIS IN NOVEMBER A LOT HAS  
15 HAPPENED BETWEEN THEN AND NOW. I WANT TO TALK ABOUT THE COST.  
16 I KNOW NONE OF US PROBABLY WANT TO TALK ABOUT THE COSTS, AS  
17 THEY DO INCREASE. BUT WE DO NEED TO TALK ABOUT THAT AND WITH  
18 THAT'S RELATED TO THE ACTION ITEMS ON THIS ITEM. AND THEN  
19 LASTLY, CHAIR PAPAN, YOU AND I HAVE TALKED ABOUT THIS. THIS IS  
20 A GOOD VENUE TO HAVE CONVERSATION SIMILAR TO WHAT WE JUST  
21 TALKED ABOUT AND THAT IS WHAT IS THE EFFECT ON THE PEOPLE AND  
22 OPERATIONS HERE IN THE AGENCY. NEXT SLIDE PLEASE. YOU WILL  
23 FIND I DO RELY ON THE SAME SET OF SLIDES. I THINK IT'S  
24 IMPORTANT TO NOT GIVE YOU A BUNCH OF NEW SHINY OBJECTS TO LOOK  
25 AT SO WE DO USE THE SAME THINGS WHEN WE TALK ABOUT IT BECAUSE



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1 THE PROGRAM IS CONTINUING TO DO WHAT WE FIRST TALKED ABOUT,  
2 AND WHAT I FIRST ASKED YOU TO APPROVE BACK IN MAY AND JUNE OF  
3 2024. IN GENERAL, THE ERP SYSTEM IS THE SOFTWARE THAT COMBINES  
4 MANY, MANY MAJOR FUNCTIONS WITHIN THE ORGANIZATION, THINGS  
5 LIKE FINANCE, HR CONTRACTS, AND GRANT MANAGEMENT, INTO A  
6 COMPLETE SYSTEM. AND AS YOU MIGHT RECALL, BECAUSE OF THE WAY  
7 THAT MTC HAS GROWN UP OVER THE YEARS BY ADDING THINGS LIKE  
8 BATA, BAIFA, BAHFA, ABAG, AND MANY OTHERS, WE HAVE REALLY JUST  
9 COBBLED ALONG WITH AN OLD PROGRAM THAT WAS MEANT FOR MUNICIPAL  
10 GOVERNMENT. AND WE ARE VERY DIFFERENT FROM MUNICIPAL  
11 GOVERNMENT IN THE TYPES OF OPERATIONS WE DO, AND PARTICULARLY  
12 IN THE WAY THAT WE HAVE TO REPORT AGAINST THE MILLIONS AND  
13 BILLIONS OF GRANTS THAT WE EITHER HANDLE INTERNALLY OR DOLE  
14 OUT TO FOLKS AROUND THE ORGANIZATION. SO HAVING THIS SHARED  
15 SYSTEM IS EXTREMELY IMPORTANT. BECAUSE THE WAY WE WERE  
16 OPERATING BEFORE WAS EXTREMELY RISKY. NEXT SLIDE, PLEASE. SOME  
17 OF YOU WHO HAVE KNOWN ME A WHILE, KNOW I LIKE THE ONE-PAGE  
18 PLACE MAT TYPE SLIDE AND THAT'S THE PLACE MAT SLIDE FOR THIS  
19 AND IT SHOWS YOU IN A VISUAL REPRESENTATION FROM UPPER LEFT TO  
20 UPPER RIGHT, THE FLOW OF HOW INFORMATION IS GOING, AND THAT IS  
21 WE HAVE ALL THIS INFORMATION WE TALKED ABOUT BEFORE THE HR,  
22 THE GRANT MANAGEMENT, BUDGET, WHICH WAS IN MANY DIFFERENT  
23 SYSTEMS. MANY OF THOSE FUNCTIONS HAVE NOW BEEN BAKED INTO THE  
24 ORACLE SYSTEM. THE SYSTEM IS FUNCTIONING. IT'S FUNCTIONING AS  
25 EXPECTED. AND ULTIMATELY, WE ARE MOVING TOWARDS A SINGLE



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1 SOURCE OF TRUTH, WHICH GIVES US TRANSPARENCY AND  
2 ACCOUNTABILITY, ULTIMATELY DECREASING RISK. AND ALSO ALLOWS A  
3 SINGLE SYSTEM, AS THEY USED TO CALL IT IN IT, A SINGLE SYSTEM  
4 PAIN OF GLASS TO ALLOW CROSS FUNCTIONAL COLLABORATION AND  
5 DECISION MAKING AND WE ALSO DID BUY A SYSTEM THAT IS ADAPTABLE  
6 AND IT HAS BEEN ADAPTING IN THE WAY THAT WE NEEDED IT TO. YOU  
7 SEE ON THE BOTTOM FROM LEFT TO RIGHT WE WENT THROUGH AND  
8 TALKED ABOUT WHAT THE AGENCY WAS AND WHAT IT NEEDED WE CREATED  
9 A STRATEGY FOUND SOME COMPANIES TO PROVIDE SOFTWARE AND DO THE  
10 WORK. NOW WE'RE DEEP INTO IMPLEMENTATION AND SOME OF OUR  
11 PHASES HAVE ACTUALLY GONE INTO OPERATIONS AND MAINTENANCE,  
12 WHICH MEANS WE'RE USING THEM ON A REGULAR BASIS. NEXT SLIDE  
13 PLEASE. THERE IS A LOT OF WORDS ON THIS SLIDE BUT I'M GOING TO  
14 SPEND MORE TIME VERBALLY, THAN I AM WHAT'S ON HERE. BUT I'LL  
15 JUST START AND SAY, THIS IS REALLY IMPORTANT. WE HAVE A SYSTEM  
16 RIGHT NOW THAT IS PAYING PEOPLE. THEY ARE DOING THEIR TIME AND  
17 ATTENDANCE IN IT. THEY ARE DOING APPROVALS WITHIN HR THROUGH  
18 THAT SYSTEM. THE GENERAL LEDGER, WHICH IS REALLY LIKE OUR BIG  
19 BANK ACCOUNT IS NOW FOLDED INTO THE SYSTEM AND WE ARE USING IT  
20 AS OUR FINANCIAL SOURCE OF SINGLE TRUTH. WE'RE KEEPING OUR  
21 FIXED ASSET IN IT. WE HAVE THE BUDGET MODULE TURNED ON, BUT  
22 WE'LL TALK A LITTLE BIT MORE ABOUT IT. IT DOESN'T MEAN WE'RE  
23 USING IT FOR THIS BUDGET. IT MEANS IT'S TURNED ON FOR NEXT  
24 YEAR'S BUDGET. AND THEN ALL OTHER THINGS LIKE PAYING BILLS  
25 TAKING IN ACCOUNTS RECEIVABLE, DOING OUR RECEIVING AND OUR



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1 CASH MANAGEMENT. GETTING OUR PURCHASE ORDERS OUT. AND THEN  
2 DOING OUR TALENT MANAGEMENT WHICH WAS A SEPARATE SYSTEM, DOING  
3 OUR LEARNING WHICH WAS A SEPARATE SYSTEM AND DOING OUR  
4 RECRUITING WHICH WAS A SEPARATE SYSTEM, ARE ALL WORKING,  
5 TURNED ON, AND BEING USED AT THIS TIME. AND THEN WE'RE ALSO  
6 CONTINUING WORK THROUGH THE PROJECTS AND GRANTS, THE MODULES  
7 TURNED ON, THE MODULES WORK. WE'LL TALK ABOUT WHERE WE ARE IN  
8 THAT PARTICULAR PROCESS. SO, THE REALLY HEAVY LIFTING ABOUT  
9 TURNING THE SYSTEM ON AND USING IT HAS BEEN COMPLETED. AND  
10 THEN WE HAVE GOT A COUPLE OF OTHER ITEMS, IF YOU GO TO THE FAR  
11 RIGHT WHERE THE GOLD BAND IS AROUND JUNE, JULY OF 2026 THEN  
12 THE ONGOING. WE HAVE HR HELP-DESK AND EXPENSE MANAGEMENT MAJOR  
13 TO THE PEOPLE THAT ARE USING THEM, MINOR TO THE REST OF THE  
14 ORGANIZATION AS FAR AS THEIR LEVEL OF EFFORT. BUT WILL HAVE  
15 HIGH IMPACT TO GET THOSE ITEMS TURNED ON. AND THEN THERE IS  
16 CONTINUED WORK IN DATA FROM ALL THOSE DIFFERENT PROGRAMS AND  
17 MAKING SURE THAT DATA IS GETTING FOLDED INTO A SINGLE SYSTEM  
18 AND NOT EXCEL SPREADSHEETS, NOT WORKING OFF THE SIDE OF THE  
19 DESK. SO, CHAIR AN, A FEW MONTHS AGO ASKED ME A QUESTION SHE  
20 SAID WHAT ABOUT THE PEOPLE AND SO I WANT TO ANSWER THAT  
21 QUESTION WITH THE TERRIBLE ANSWER OF, IT DEPENDS. SO FOR  
22 CERTAIN PEOPLE THAT USE THE SYSTEM TO DO MOST OF THE THINGS  
23 AROUND PHASE TWO A, AND TWO B, THEIR TIME CARDS GETTING THEIR  
24 PAYCHECK, HIRING PEOPLE, THOSE TYPES OF THINGS, WE'RE RUNNING,  
25 AND WE'RE DOING WELL. HOWEVER, THERE IS A GROUP OF FOLKS IN



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1 THE AGENCY THAT IS VERY DEEP INTO THINGS LIKE GRANT MANAGEMENT  
2 AND PROJECT MANAGEMENT THEY'RE MANAGING PROJECTS THAT MAY PULL  
3 FROM MULTIPLE DIFFERENT GRANT SOURCES. THERE IS HIGH-LEVEL OF  
4 COMPLEXITY WITHIN THIS AGENCY FOR HOW EXPENSES ARE DOLED OUT  
5 TO SOME OF OUR PROGRAMS AND SOME OF OUR PROGRAMS ARE VERY  
6 LARGE. I HAVE SOME UNHAPPY PEOPLE RIGHT NOW. IT IS VERY  
7 DIFFICULT. AND I HOPE YOU WILL SPARE ME JUST A COUPLE OF  
8 MINUTES BECAUSE I WANT TO TALK ABOUT SOMETHING THAT MAY SOUND  
9 A LITTLE BIT ESOTERIC AND SCIENTIFIC BUT I THINK IT'S REALLY  
10 IMPORTANT BECAUSE IT'S HOW WE THINK ABOUT THINGS WITH FOLKS IN  
11 THE AGENCY WHEN IT COMES TO THESE TYPES OF PROGRAMS. SO THOSE  
12 OF YOU WHO ARE FAMILIAR WITH THE J CURVE IN CHANGE, THE J  
13 CURVE LOOKS LIKE A J. THE POINT WHERE THE J STARTS, IF YOU ARE  
14 DRAWING THE J, THIS'S WHERE YOU WERE THAT'S WHERE YOUR  
15 STARTING POINT WAS WHEN YOU ARE AT THE STARTING POINT YOU LOOK  
16 AT THE END OF THE J, YOU CAN SEE THE TOP OF IT, RIGHT YOU'RE  
17 STANDING THINK OF IT AS A MOUNTAIN YOU'RE STANDING LOOKING AT  
18 THE MOUNTAIN AND YOU'RE SAYING I'M GOING TO CLIMB THAT  
19 MOUNTAIN I CAN SEE THE TOP OF IT FROM HERE, ONCE YOU GET INTO  
20 THE PROJECT YOU ACTUALLY DIP DOWN THERE IS THIS DISCOMFORT  
21 THAT HAPPENS FOR A PERIOD OF TIME BECAUSE YOU ACTUALLY DIP  
22 DOWN INTO WHAT IS INFORMALLY KNOWN AS VALLEY OF DESPAIR IF YOU  
23 THINK ABOUT A MOUNTAIN VALLEY YOU COUNTY ACTUALLY SEE BACK UP  
24 TO THE TOP OF THE MOUNTAIN WE'RE IN THAT WHEN IT COMES TO  
25 PROJECT MANAGEMENT AND GRANT MANAGEMENT PEOPLE ARE NOT ABLE TO



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1 SEE THE TOP OF THE MOUNTAIN. THE GOOD THING IS FOLKS HERE ARE  
2 SEEING THAT THERE IS A TOP OF THE MOUNTAIN AND WE'LL GET THERE  
3 THE PROJECT TEAM SEES THAT THERE IS A TOP OF A MOUNTAIN BUT  
4 WHEN YOU'RE THE FOLKS THAT ARE DOING THE WORK IT'S REALLY HARD  
5 SO PART OF ME TELLING YOU THAT IS TO PROMOTE THE FACT THAT  
6 WE'RE IN A HARD SPACE IN CERTAIN PARTS OF THE AGENCY RIGHT NOW  
7 AS WE'RE GETTING TO THE ULTIMATE GOAL OF HAVING SINGLE SOURCE  
8 OF TRUTH AND HAVING THAT SYSTEM THAT ALLOWS US TO HAVE A  
9 SINGLE PLACE WHERE WE CAN DO ALL OF OUR BUSINESS SO WE HAVE  
10 TALKED ABOUT TRANSPARENCY, THAT'S THE TRANSPARENCY OF WHERE WE  
11 ARE IT WILL GET BETTER DEREK AND I SPEND A LOT OF TIME TALKING  
12 TO FOLKS INDIVIDUALLY UNDERSTANDING WHAT PEOPLE ARE GOING  
13 THROUGH AND REASSURING THEM THE BEST WE CAN AND WITH THEN ONCE  
14 IN A WHILE WE BUY LUNCH AND ICE CREAM FOR THEM AS WELL SO  
15 THOSE ARE THE THINGS THAT ARE GOING ON WITH THE PEOPLE. NEXT  
16 SLIDE PLEASE. I'M GOING TO TOUCH ON ONE PART CALL OUT THE BLUE  
17 SHADING ON THIS MEANS ABSOLUTELY NOTHING THIS WAS A SLIDE THAT  
18 WE SHOWED YOU IN JUNE OF 2024 WHEN WE WERE ASKED TO COME FROM  
19 ADMIN TO GO TO THE COMMISSION AND TALK ABOUT WHEN WE WERE  
20 ASKED TO HAVE DONE A RISK ANALYSIS FOR THE PROJECT WHICH WE  
21 DID AND THIS WAS SINGLE ONE-PAGER THAT WE CAME OUT OF THE  
22 SYSTEM THERE ARE TWO PINK ITEMS THAT ARE ON HERE THAT I ASKED  
23 TO HAVE HIGHLIGHTED FOR THE SLIDE THOSE ARE TWO THINGS WE  
24 CONTINUE TO DEAL WITH SO I WANT TO POINT OUT THAT I'M COMING  
25 HERE TO ASK FOR MONEY COMING HERE TO TELL YOU THAT IT'S A HARD



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1 PROJECT I'M ALSO COMING HERE TO TELL YOU THAT I THINK WE HAD  
2 PRETTY GOOD 20/40 VISION ON THE PROJECT GOING INTO IT NOT  
3 20/20 VISION WHERE WE WERE ABLE TO SAY LOOK DATA IS GOING TO  
4 BE REALLY HARD WE DO HAVE DATA STRATEGIST IF WE DID IT AGAIN  
5 WE MIGHT HAVE PUT MORE RESOURCES ON DATA STRATEGY THEN ALSO  
6 STAKEHOLDER CHANGE RESISTANCE OR FATIGUE THAT'S WHAT WE TALKED  
7 ABOUT I WANT TO POINT THOSE THINGS OUT BECAUSE SOMETIMES YOU  
8 ALL GO BACK AND LOOK AT WHAT WE PRESENTED EARLY ON AND WHAT'S  
9 ACTUALLY COME OUT OF THE PROJECT THAT'S WHERE WE ARE. NEXT  
10 SLIDE PLEASE. SPEAKING OF VISION NOT GOING TO READ THE CHART I  
11 WANT TO POINT OUT THIS SAME SLIDE WE HAVE BEEN USING,  
12 TRIFURCATE INTO THREE PHASES THAT'S WORKED WELL WE HAVE STAYED  
13 ON SCHEDULE WITH THE PHASES EXCEPT FOR ONE KEY AREA WHEN WE  
14 TALK ABOUT PROJECT MANAGEMENT DATA OR INDIVIDUAL PROJECT DATA  
15 GETTING ALL THE DATA FROM ALL THOSE DIFFERENT SPREADSHEETS  
16 THOSE PROPRIETARY PROGRAMS UNCOVERING ALL THE DIFFERENT THINGS  
17 AS WE'RE OPENING THOSE BOXES REMEMBER LAST TIME WE TALKED  
18 ABOUT COMBINING MULTIPLE HOUSEHOLDS THE BOXES JUST KEEP COMING  
19 AND WHEN WE TALK ABOUT THE COST INCREASES THAT WE'RE ABOUT TO  
20 TALK ABOUT THAT'S THE MAIN COMPONENT GIVING PEOPLE THE RUNWAY  
21 THE TIME AND SUPPORT TO ENSURE THAT WE ARE GETTING THE DATA  
22 BECAUSE ONE I WANT TO BE CAREFUL I'M GOING TO SAY MISTAKES I  
23 HAVE SEEN OTHER ORGANIZATIONS MAKE AS THEY STOP THEY HAVE CORE  
24 WORK DONE, WE'RE GOING TO STOP THERE AND WE'RE GOING TO LET  
25 PEOPLE CONTINUE ON THEIR SPREADSHEETS. WE DON'T WANT TO DO



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1 THAT. THAT'S NOT WHAT WE'RE TRYING TO ACCOMPLISH HERE. SO ONE  
2 THING THAT I THINK IS REALLY IMPORTANT IS WE'RE CONTINUING  
3 WITH WHAT WE HAD PUT OUT THERE AS THE VISION. IT'S WORKING.  
4 IT'S TAKING LONGER THAN WE HAD HOPE. BUT I ALSO DO -- I SEE,  
5 BECAUSE I CAN STILL SEE THE TOP OF THE MOUNTAIN, THAT WE'RE  
6 GETTING DOWN TO THE LAST ASKS FOR THIS GROUP. WITH ONE  
7 ASTERISK, AND WE'LL GET TO THAT TRUE ASTERISK IN A MINUTE. SO,  
8 NEXT SLIDE, PLEASE. THERE IS THREE THINGS WE'RE ASKING YOU  
9 TODAY. TWO ARE COST INCREASES THAT I WANT TO POINT OUT, AND  
10 THEN THE THIRD IS ACTUALLY A COST SAVINGS IN THE LONG-TERM.  
11 SO, THE TWO THINGS THAT WE'RE ASKING FOR TODAY, FOR THIS  
12 COMMITTEE TO APPROVE IS SCOPE INCREASE FOR SOME -- FIRST OF  
13 ALL, ONE OF THEM IS ACTUALLY ADDITIONAL FUNCTIONALITY. WE HAD  
14 TO DECIDE WHETHER WE WERE GOING TO USE THE CURRENT LEGACY  
15 BUDGETING SYSTEM THAT WE USE TODAY OR WHETHER WE WERE GOING TO  
16 DO BUDGETING WITHIN ORACLE. OUR CURRENT SYSTEM DOES PLUG INTO  
17 ORACLE SO IT WAS AN OPTION OR WE COULD PLUG INTO ORACLE. WE  
18 DECIDE THAT EVERYTHING SHOULD BE DONE IN ORACLE. SO WE DO HAVE  
19 TO BUY SOME LICENSES BUT WE NEED TO HELP TO ACTUALLY INTEGRATE  
20 THAT SO THAT 600,000 THIS'S THE FIRST ITEM HERE FIRST ROW  
21 THAT'S FORM ETHICS OUR CURRENT SYSTEM INTEGRATOR TO ASSIST US  
22 IN OUR CURRENT BUDGET WORK THAT'S DONE IN SEPARATE SYSTEM INTO  
23 ORACLE. SECONDLY WE'RE ASKING FOR ADDITIONAL DOLLARS FOR THE  
24 SUPPORT OF THE PROJECT OVERALL AND A BIG PART OF THIS -- I  
25 SHOULDN'T SAY BIG PART, REASONABLE PORTION OF THAT IS ALSO



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1 CHANGE MANAGEMENT, THE COMMUNICATIONS WITH STAFF AND HAVING  
2 THAT CHECK AND BALANCE TO MAKE SURE THAT WHEN MYTHIC SAYS WE  
3 SHOULD DO A THING THAT IT'S THE RIGHT THING TO DO AND THAT'S  
4 ONE THING WE'RE CAREFUL ABOUT JUST BECAUSE OUR SYSTEM  
5 INTEGRATOR SAYS WE SHOULD DO SOMETHING BECAUSE ORACLE SAYS WE  
6 SHOULD DO SOMETHING WE WANT TO MAKE SURE THAT WE'RE ALSO  
7 LEVERAGING A COMPANY THAT CAN TELL US WHAT THE REST OF THE  
8 INDUSTRY THINKS WE SHOULD DO WHERE THERE'S BEEN SUCCESS WHAT  
9 BEST PRACTICE IS. AND SO THAT SECOND AREA SLALOM STRATEGIC  
10 ADVISORY SERVICES INTEGRATION SUPPORT THERE IS ONE OTHER ITEM  
11 I'LL TALK ABOUT IN A MINUTE ACTUAL LICENSES FOR THE BUDGETING  
12 PLACE BUT BEFORE THAT NEXT SLIDE THIS IS WHERE WE'RE GOING TO  
13 GET REAL TRANSPARENT WE'RE SHOWING YOU TODAY THAT THERE IS AN  
14 ANTICIPATED CAPITAL BUDGET CHANGE OF 1.4 MILLION INCREASE IN  
15 COST HOWEVER THERE IS ANOTHER AREA THAT IS LIKELY TO SURPASS  
16 THAT NUMBER WHICH IS COST OF BACKFILLED STAFFING SO JUST TO  
17 REMIND YOU ABOUT PROCESS WE USED PUTTING IN A NEW SYSTEM  
18 DOESN'T MEAN THAT YOU CAN TAKE YOUR CURRENT EXISTING STAFF AND  
19 ASK THEM TO DO TWICE THE WORK. SO WE TOOK FOLKS AS DEREK AND I  
20 CALL IT OFF THE LINE SO OUT OF THEIR REGULAR JOBS AND ASK THEM  
21 TO WORK ON THE ORACLE PROJECT THAT MEANS PEOPLE WERE BACK  
22 FILLING THE WORK THAT THEY WERE DOING TO ALLOW THEM TO DO THAT  
23 WORK THEN IF YOU THINK ABOUT THIS HOW THIS WORKS MECHANICALLY  
24 ONCE ORACLE IS LIVE THESE PEOPLE SLIDE BACK INTO THEIR OLD  
25 ROLES THE TIME LIMITED PEOPLE ROLL OFF SO NOW PEOPLE WHO ARE



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1 WORKING ON ORACLE ALL THIS TIME TO IMPLEMENT ARE NOW BACK TO  
2 THEIR REGULAR DAY JOB THEY HAVE BEEN 13ED IN ORACLE THERE IS  
3 STRATEGY THERE THAT UPSKILLS PEOPLE WHILE YOU'RE ACTUALLY  
4 IMPLEMENTING SO WE HIRED BACK FILLS ON TIME LIMITS WHAT WE  
5 NEED TO DO IS TO CONTINUE THOSE TIME LIMITED FOLKS FOR LONGER  
6 PERIOD OF TIME TO ALLOW THE PEOPLE WHO ARE DOING THE ORACLE  
7 WORK TO CONTINUE DOING ORACLE WORK TO SUPPORT THE WORK WE  
8 TALKED ABOUT TODAY THAT'S TAKING LONGER SO THIS IS A SANITY  
9 POINT MORE AIL POINT THIS IS A WORKHORSE POINT WHAT WE NEED TO  
10 DO HOWEVER I CAN'T TELL YOU THAT NUMBER IS TODAY BECAUSE WE  
11 STILL ARE ANALYZING THAT AND THAT'S SOMETHING WE'LL NEED TO  
12 BRING BACK TO YOU DURING THE BUDGET PROCESS VERY SHORTLY  
13 BECAUSE THAT WILL PLAY INTO THE '26, 2027 BUDGET THAT WILL  
14 COME BEFORE YOU THEN THE COMMISSION FOR APPROVAL SO AGAIN  
15 BEING TRANSPARENT THERE. NEXT SLIDE. I'M ASKING FOR TODAY  
16 THREE ITEMS CONTRACT AMENDMENT WE TALKED ABOUT FOR THE SYSTEM  
17 INT CONGRATULATIONS STRATEGIC SERVICES CHANGE MANAGEMENT  
18 IMPLEMENTATION SERVICES FROM SLALOM AND THEN LASTLY THIS IS AN  
19 AMENDMENT YOU ALL HAD APPROVED ORIGINAL ORACLE COST FOR TEN  
20 YEARS GREAT BECAUSE THEN I DON'T HAVE TO COME BACK TO YOU FOR  
21 TEN YEARS THE PROBLEM IS WHEN YOU ADD LICENSES NOW I HAVE TO  
22 COME BACK TO YOU SO WHAT WE'RE DOING WE'RE ADDING THESE ERP  
23 LICENSES FOR BUDGET AND THAT'S A COST OFFSET FROM THE CURRENT  
24 PROVIDER THAT ACTUALLY SAVES UNDER \$500,000 UNDER THE TERM SO  
25 WHILE YOU'RE APPROVING AN AMENDMENT THAT IS AN INCREASE TO



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1 ORIGINAL SOFTWARE COST IT WILL COST AGENCY LESS OVER THE TERM  
2 OF THE CONTRACT BECAUSE WE WILL TERMINATE THE AGREEMENT WITH  
3 THE CURRENT PROVIDER WHO IS ACTUALLY MORE EXPENSIVE SO THAT'S  
4 ACTUALLY GOOD NEWS STORY BUT IT DOESN'T WIPE OUT THE SYSTEM  
5 INTEGRATION COST THERE IS COST TO GO TO THAT SYSTEM WITH THAT  
6 I'M ASKING FOR APPROVAL OF THESE THREE ITEMS ENTERTAINING ALL  
7 THE QUESTIONS YOU MIGHT HAVE FOR ME.

8

9 **CHAIR, GINA PAPAN:** ALL THE QUESTIONS AND WE'LL KEEP IN MIND  
10 THE FIRST TIME THIS WAS BROUGHT TO US A LOT OF PEOPLE HAD PTSD  
11 WHEN YOU MENTIONED THE WORD ORACLE AND HEADS ARE NODDING  
12 [LAUGHTER] ALREADY HERE AND I WANT TO SAY FIRST AND FOREMOST I  
13 APPRECIATE ALL THE TRANSPARENCY BECAUSE WE KIND OF HAD AN  
14 AGREEMENT GOING INTO THIS. THIS IS THE LARGEST THING WE HAVE  
15 EVER DONE AS AN AGENCY TRYING TO BRING ALL THE PIECES TOGETHER  
16 HERE. SO I APPRECIATE THAT GREATLY. AND YOUR VALLEY [LAUGHTER]  
17 OF DESPAIR, AND YEAH WE WANT TO MAKE SURE THE PEOPLE CAN SEE  
18 THE TOP OF THE MOUNTAIN TOO. SO, ARE YOU CLEARLY LISTENING TO  
19 THEM? BECAUSE THESE ARE THE PEOPLE DOING THE DAY-TO-DAY  
20 OPERATIONS. AND I GET PEOPLE DON'T LIKE CHANGE, BUT IF WHAT  
21 THEY ARE SAYING REALLY MEANS SOMETHING TO THE BETTERMENT OF  
22 ALL THIS, AND, YOU KNOW, THAT MAY DISAGREE WITH THE  
23 CONSULTANTS OR WHATEVER WE'RE DOING HERE, ARE YOU FINDING  
24 THAT? BECAUSE WE NEED TO KNOW PEOPLE ARE BEING LISTENED TO, TO  
25 MAKE THIS AGENCY AS GOOD AS POSSIBLE. BECAUSE THEY DO HAVE THE



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1 EXPERIENCE.

2

3 **NICK ROETHEL:** YEAH.

4

5 **CHAIR, GINA PAPAN:** SO HOW IS THAT GOING FOR YA? YOUR ICE CREAM  
6 BUDGET IS HOT?

7

8 **NICK ROETHEL:** [LAUGHTER] YOU KNOW, THE TOUGH THING ABOUT A  
9 QUESTION LIKE THAT IS MY ANSWER COULD BE JUST YES. MY ANSWER  
10 IS I BELIEVE WE ARE. AND I'LL TELL YOU WHY I BELIEVE WE ARE  
11 AND THAT'S WHEN WE WENT LIVE IN EARLY APRIL WITH THE SECOND  
12 MAJOR PHASE I SAT IN THE ROOM WITH THE PROJECT TEAM WHICH WAS  
13 MADE UP OF OUR PROJECT MANAGER WITH OUR SLALOM FOLKS AND THE  
14 FOLKS WE HAD THESE OPEN OFFICE HOURS WHERE PEOPLE CAN ASK  
15 QUESTIONS AND THE AMOUNT OF PIVOTING THAT THE TEAM DID TO ADD  
16 ADDITIONAL TRAININGS LIKE IN REALTIME PEOPLE WOULD SAY I THINK  
17 WE NEED ADDITIONAL TRAINING ON THIS AND YOU WOULD SEE THOSE  
18 TRAININGS POP-UP THE NEXT DAY. PEOPLE WOULD SAY I COULD REALLY  
19 USE A ONE-PAGER THAT JUST EXPLAINS HOW WE DO THIS AND THE TEAM  
20 SCURRIES OFF AND THEY DO THE ONE-PAGER. SO WHAT'S BEING ASKED  
21 OF US AND THIS IS A BIT OF WHY IT'S THE COST THAT IT IS, WERE  
22 WE'RE VERY RESPONSIVE TO. SO I THINK THAT TO ME ILLUSTRATES  
23 THAT WE'RE LISTENING THE OTHER THING THAT I'M GOING TO POINT  
24 OUT IS WE ARE RIGHT NOW IN ONE OF OUR PULSE SURVEY TIMES IN  
25 THE AGENCY WHICH IS WHERE WE TRIES A YEAR ASK OUR STAFF TO SET



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1 A BASELINE QUESTIONS AND UNDERSTAND WHERE WE ARE AND IT HELPS  
2 US UNDERSTAND MORE AIL AND GIVES OPPORTUNITY FOR OPEN-ENDED  
3 QUESTIONS AND I HAD OPPORTUNITY LAST WEEK TO GO THROUGH EVERY  
4 ONE OF THE OPEN-ENDED QUESTIONS AND READ COMMENTS I EXPECTED  
5 MORE COMPLAINTS ABOUT THE ERP THERE ARE SOME THERE ARE SOME  
6 VERY SCATHING WHAT IN GOD'S NAME ARE YOU THINKING WITH THE  
7 SYSTEM QUESTIONS. THAT'S WHAT THE VALUE DESPAIR LOOKS LIKE,  
8 BUT THERE WEREN'T A TON SO IF ANYONE IS LISTENING ON STAFF  
9 PLEASE GIVE US MORE ANSWERS THE SURVEY IS STILL OPEN BUT THAT  
10 TELLS ME THAT WE ARE RESPONDING TO FOLKS'S CONCERNS DOESN'T  
11 MEAN THEIR LIFE ISN'T HARD IT DOESN'T MEAN THAT IT'S REALLY  
12 TOUGH BUT I THINK THAT WHEN PEOPLE ASK FOR THINGS WE HEAR WHAT  
13 THEY'RE ASKING FOR AND WE PROVIDE THE RESOURCES ARE OF THE  
14 INFORMATION THAT THEY'RE ASKING FOR.

15

16 **CHAIR, GINA PAPAN:** THAT'S GOOD AND I'M GOING TO REMIND YOU OF  
17 SOMETHING WE SAID EARLY ON TOO IF WE FIND OUT THAT WE'RE INTO  
18 THIS IS NOT GOING TO WORK WE EXPECT TO HEAR THAT FROM YOU IF  
19 WE MADE A MISTAKE THEN WE'RE NOT GOING TO STICK INTO THIS FOR  
20 5 TO 10 YEARS AND YOU KNOW THAT'S JUST -- WILL NEVER WORK SO  
21 IT SOUNDS LIKE YOU'RE ON THE RIGHT TRACK THERE. ONE MORE  
22 QUESTION BEFORE I OPEN UP AGAIN THESE LICENSES NOTHING ABOUT  
23 THIS TYPE OF LICENSE I KNOW LEGALLY LICENSE THERE ARE  
24 ASSURANCES OR WARRANTIES INTO WHAT WE'RE BUYING.

25



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1 **NICK ROETHEL:** SO WE ONLY PURCHASE THESE ON A YEAR BY YEAR  
2 BASIS. SO, WE'RE GETTING APPROVAL FROM YOU.

3

4 **GINA PAPAN:** JUST COME BACK TO ME EVERY YEAR WITH 600, 800,  
5 900,000.

6

7 **NICK ROETHEL:** SO THE ONLY WAY WE COME BACK TO YOU IS IF WE ADD  
8 SOMETHING TO THE PRODUCT ITSELF. SO, IF WE USE THE PRODUCT AS  
9 IT'S BEEN SPECIFIED TO YOU ALL SO FAR INCLUDING THIS AMENDMENT  
10 THERE IS NOTHING COMING BACK TO YOU FOR WE KNOW WHAT THE COST  
11 OUTLAY IS OVER TEN YEARS WE NEGOTIATED THAT WITH ORACLE WE  
12 KNOW THE PAY SCHEDULE WE RENEW IT EVERY YEAR THERE IS ALSO  
13 PROVISIONS WITHIN THE CONTRACT FOR NON-PERFORMANCE WE DO TAKE  
14 THAT VERY SERIOUSLY WITHIN OUR PROCUREMENTS.

15

16 **CHAIR, GINA PAPAN:** OKAY ANYBODY ON THE COMMISSION? YOUR  
17 EXPERTISE IS WELCOME HERE. EVERYBODY IS QUIET.

18

19 **CHAIR, SUE NOACK:** HAVING BEEN THROUGH THIS ON A COUPLE OTHER  
20 ORGANIZATIONS I JUST APPRECIATE THE UPDATES AND INFORMATION  
21 AND FEEDBACK GOING BACK AND FORTH I HAVE LEARNED A COUPLE OF  
22 TERMS THERE VALLEY OF DESPAIR I'M GOING TO HAVE TO USE THAT A  
23 COUPLE OF TIMES BECAUSE I LIKE THAT ONE. I WISH I HAD KNOWN  
24 THAT IN A COUPLE OTHER ORGANIZATIONS WHEN WE WERE AT THAT  
25 POINT OF VALLEY OF DESPAIR. AND I KNOW HOW COMPLICATED THESE



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1 ERP SYSTEMS ARE PUT IN. I'M GLAD TO HEAR THE SIGNIFICANT  
2 PROGRESS THAT HAS ALREADY BEEN MADE. AND I THANK FOR ALL THAT  
3 INFORMATION AND IT SOUNDS LIKE THE GROUP STAFF IS WORKING WITH  
4 YOU ON THIS HAS BEEN GOOD ABOUT GETTING GIVING FEEDBACK SO WE  
5 CAN MAKE SURE THAT THE SYSTEM IN THE END IS EXACTLY WHAT WE'RE  
6 LOOKING FOR. THANK YOU.

7

8 **CHAIR, GINA PAPAN:** ANYONE ELSE? I THINK HOVER IS LISTENING  
9 FROM STAFF WILL APPRECIATE YOUR HONESTY, NICK, AS I HAVE,  
10 THROUGHOUT THIS [LAUGHTER] WHOLE PROCESS BECAUSE IF PEOPLE  
11 FEEL LIKE THEY'RE NOT BEING LISTENED TO, WE'RE DOOMED. THERE  
12 WILL BE NO COMING OUT OF THE VALLEY [LAUGHTER] OF DESPAIR. SO  
13 PLEASE I ENCOURAGE THAT TO KEEP GOING HERE. WE MAY HAVE T-  
14 SHIRTS MADE AFTER THIS. WHO KNOWS? [LAUGHTER]

15

16 **CHAIR, SUE NOACK:** VALLEY OF DESPAIR IS NOT GOING ON OUR T-  
17 SHIRTS. THAT'S NOT ONE OF THEM.

18

19 **CHAIR, GINA PAPAN:** I SAW THE MOUNTAIN TOP WE GOT THERE. WE CAN  
20 HAVE IN SMALL PRINT THE VALLEY OF DESPAIR DOWN THERE.  
21 [LAUGHTER] BUT YES, MY COMPLIMENTS AND THANK YOU TO STAFF WHO  
22 ARE GOING THROUGH THIS PROCESS. WE CAN FEEL YOUR PAIN AND WE  
23 REALLY WANT TO MAKE SURE THERE IS A POSITIVE LIGHT AFTER THAT.  
24 OKAY? ANYBODY? I DON'T SEE ANY. ANY PUBLIC COMMENTS ON THIS?

25



MAY 13, 2026

1 **CLERK OF THE BOARD:** THERE ARE NO HANDS RAISED IN THE ZOOM  
2 SPACE NO WRITTEN CORRESPONDENCE RECEIVED AND NO ONE IN THE  
3 ZOOM SPACE.

4

5 **CHAIR, GINA PAPAN:** ALL RIGHT MOVING ON TO DETAILS HERE CAN I  
6 HAVE A MOTION AND SECOND TO APPROVE THE ENTERPRISE RESOURCE  
7 PLANNING ERP CONTRACT ACTIONS, LITTLE I, LITTLE TWO, LITTLE  
8 THREE THERE. DO I NEED TO READ THEM AGAIN?

9

10 **MYRNA MELGAR:** SO MOVED. MELGAR.

11

12 **CHAIR, GINA PAPAN:** THANK YOU.

13

14 **V. CHAIR, AMBER MANFREE:** SECOND, MANFREE.

15

16 **CHAIR, GINA PAPAN:** THANK YOU VERY MUCH. I SHOULD HAVE ASKED  
17 FOR PUBLIC COMMENT NOW, HUH? OKAY. ANY MORE?

18

19 **CLERK OF THE BOARD:** STILL NO PUBLIC COMMENT.

20

21 **CHAIR, GINA PAPAN:** EXCELLENT. I'LL GO AHEAD ROLL CALL PLEASE.

22

23 **CLERK OF THE BOARD:** PAPAN?

24

25 **CHAIR, GINA PAPAN:** YES.



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1

2 **CLERK OF THE BOARD:** MANFREE?

3

4 **V. CHAIR, AMBER MANFREE:** YES.

5

6 **CLERK, CARSIE BONNER:** ABE-KOGA?

7

8 **V. CHAIR, MARGARET ABE-KOGA:** AYE FLEMING? IS ABSENT.

9 COMMISSIONER LEE IS ABSENT. COMMISSIONER MELGAR?

10

11 **MYRNA MELGAR:** AYE.

12

13 **CLERK OF THE BOARD:** MILEY?

14

15 **NATHAN MILEY:** AYE .

16

17 **CLERK OF THE BOARD:** RAMOS? MOTION PASSES UNANIMOUSLY BY ALL

18 MEMBERS PRESENT.

19

20 **CHAIR, GINA PAPAN:** MOVING FORWARD FLEMMING ARRIVED. THERE IS

21 ANOTHER. YES THANK YOU VERY MUCH EVERYBODY. MOVING TO ITEM

22 FOUR PUBLIC COMMENT BUSINESS NOT ON THE AGENDA ANY PUBLIC

23 COMMENTS?

24

25 **CLERK OF THE BOARD:** NO ONE IN THE ZOOM SPACE WISHING TO SPEAK



MAY 13, 2026

1 NONE IN THE BOARDROOM AND NO WRITTEN CORRESPONDENCE RECEIVED.

2

3 **CHAIR, GINA PAPAN:** EXCELLENT. MOVING TO ITEM FIVE ADJOURNMENT

4 NEXT MEETING OF THE ADMIN COMMITTEE IS SCHEDULED TO BE HEARD

5 9:45 A.M. BAY AREA METRO CENTER 375 BEALE STREET SAN FRANCISCO

6 WEDNESDAY JUNE 10TH. THANK YOU AGAIN EVERYONE. OF THE MEETING

7 ADJOURNED. [MEETING ADJOURNED]