



The Maryland-National Capital Park and Planning Commission
Office of the Chief Information Officer
6611 Kenilworth Avenue, Suite 403
Riverdale, Maryland 20737
<http://www.mncppc.org> □ T. (301) 454-1010

TO: Commissioners

FROM: Mazen Chilet, Chief Information Officer

DATE: October 21, 2026

SUBJECT: Chief Information Officer Report - 3rd Quarter 2026 - Open Session

Enterprise Resource Planning (ERP) Update

ERP Modernization - New ERP Project

Quarter 3 Executive Summary

- During the third quarter, the Commission transitioned from procurement to implementation readiness, executing agreements with Workday as the ERP platform and Guidehouse as the implementation partner.
- The New ERP Project Executive Baseline and Strategic Roadmap was developed as the primary reference for the project's history, direction, scope, governance, budget, resources, milestones, training, and future priorities.
- Implementation preparation progressed through governance refinement, Program Manager onboarding, Base Camp planning, data and integration readiness, change management, communications, and training planning.

Expanded Executive Sponsorship and Departmental Accountability

- At the September 23, 2026, Department Heads meeting, the Department Heads and Executive Director agreed to add the four operating Department Heads or their designees as permanent members of the Executive Sponsors Group.
- The Executive Sponsors Group now includes the Human Resources Director, Secretary-Treasurer, Chief Information Officer, and the Department Heads from Montgomery Parks, Montgomery Planning, Prince George's Planning Department, and the Prince George's County Department of Parks and Recreation.
- This expanded model aims to strengthen enterprise ownership, provide operating departments with a formal role in strategic direction and major decisions, and reinforce shared accountability for scope, budget, readiness, adoption, and outcomes.
- Guidehouse and Workday will provide implementation guidance, technical expertise, and industry best practices. Commission governance bodies remain responsible for decisions and internal approvals.

Governance and Cross Department Participation

- The ERP Steering Committee remains the primary cross-functional forum for decisions and escalations related to configuration, workflows, priorities, business processes, risks, and milestone readiness. The Program Manager escalates issues affecting objectives, outcomes, schedule, scope, or cost to the Executive Sponsors Group.
- An Innovation Team is being formed with functional leads and subject-matter experts from all departments. The team will identify process improvements, automation opportunities, and operational gaps, and submit recommendations to the Steering Committee.
- Departments confirmed Steering Committee representatives for the implementation phase, which will begin with Base Camp and the Innovation Team, based on operational expertise and their ability to represent departmental needs

Implementation Readiness and Schedule

- Finance, Human Resources and Management, and OCIO identified implementation support and backfill needs. Staffing and onboarding will follow the detailed project plan and approved budget.
- The ERP project maintains an approved budget authority of \$14 million. Financial reporting will continue to strengthen through consistent budget baselines, detailed expenditures, and regular performance reporting for executive stakeholders.
- The Commission will establish benefits measurement so it can assess productivity, service, adoption, and operational outcomes after deployment.

Project Resources, Financial Stewardship, and Benefits

- Finance, Human Resources and Management, and OCIO identified implementation support and backfill needs. Staffing and onboarding will follow the detailed project plan and approved budget.
- The ERP project maintains an approved budget authority of \$14 million. Financial reporting will continue to be strengthened through consistent budget baselines, detailed expenditure, and regular performance reporting for executive stakeholders.
- The Commission negotiated an estimated \$2.4 million reduction in Workday subscription costs over ten years. Benefits measurement will be established so productivity, service, adoption, and operational outcomes can be assessed following deployment.

Workday Learning and Change Readiness

- Departments were invited to identify staff for Workday Rising 2026 and Base Camp so functional experts and future system users can build product knowledge and contribute to discovery and design discussions.
- Change management and training planning are being integrated into implementation readiness to support role-based learning, leadership communications, stakeholder participation, and sustained adoption across the Commission.

Enterprise Systems, Security, and Accessibility

Operational Continuity

The OCIO continued to support the Commission's existing Infor/Lawson, HR, payroll, benefits, procurement, reporting, and UKG environments while preparing for the Workday platform. OCIO will

provide operational continuity, legacy system integrations, data retention, security, reporting, and transition support to keep critical services stable throughout deployment and cutover.

Cybersecurity and Digital Accessibility

- OCIO will serve as the Commission's technology gatekeeper, ensuring that security, privacy, role-based access, auditability, and third-party risk management remain core ERP requirements and are incorporated into discovery, design, testing, and readiness activities. The OCIO team will focus on enabling successful delivery through technology, integration, security, data management, and operational readiness.
- The team will continue to review digital accessibility requirements in employee-facing content, training materials, reports, and implementation communications.

Looking Ahead

- Launch Base Camp discovery and confirm the detailed implementation work plan, participant schedule, decision pathways, and deliverables.
- Operationalize the expanded Executive Sponsors Group, including the four operating Department Heads or their designees, and document decision rights and escalation responsibilities.
- Finalize Steering Committee and Innovation Team membership, participation expectations, and cross-department reporting practices.
- Advance data, integration, reporting, security, testing, training, communications, change management, and operational readiness workstreams.
- Maintain transparent budget, staffing, schedule, risk, and benefits reporting for Commissioners, Executive Sponsors, Department Heads, and other stakeholders.
- Finalize and announce a new, permanent name for the ERP program before implementation begins in January 2027. The name will establish a consistent program identity for communications, engagement, and change management throughout implementation and after go-live.
- Continue supporting current enterprise systems and services while preparing for implementation beginning in January 2027 and go-live targeted for April 2028.

End of Report