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ITEM ID:	**2026-375-0**
TRANSMITTAL DATE:	**November 9, 2026**
MEETING DATE:	**November 13, 2026**
TO:	**Board of Directors**
FROM:	**Kevin Gray, Chief Technology Officer**
SUBJECT:	**PO No. LI331-27 & SP678-27 Enterprise Performance Management Software & Implementation (OneStream) - Recommendation to Award - DLT Solutions, LLC. & PMCS Services Inc**

Issue

The Authority requires an Enterprise Performance Management (EPM) software-as-a-service (SaaS) solution to modernize financial planning, budgeting, forecasting, allocations, and reporting. Current processes rely on a combination of a custom-developed budgeting system built on an old, discontinued platform, spreadsheets, manual workflows, and disparate reporting tools. These processes create challenges related to efficiency, data consistency, scalability, and timely management reporting. The proposed OneStream platform is intended to support a centralized financial planning and performance management environment and the Authority's public-sector requirements, including multi-department budgeting.

Recommendation

It is recommended that the Board authorize the Chief Executive Officer (CEO) to award the following:

1. Purchase Order No. LI331-27 to DLT Solutions, LLC (DLT), for Enterprise Performance Management software (OneStream) in an amount not to exceed $827,903.92 for a three-year period of performance, pursuant to California Multiple Award Schedule (CMAS) Agreement No. 3-16-70-1047B between the State of California Department of General Services and DLT; and
2. Purchase Order No. SP678-27 to PMCS Services Inc. (PMCS) for OneStream Implementation Services in an amount not-to-exceed $820,968.00 pursuant to Texas Department of Information Resources Contract No. DIR-CPO-5315 between the State of Texas and PMCS.

This award is for both the software, subscription, platform, and related components specified in the applicable vendor quotation and contract documents and the implementation services.

Strategic Commitment

This report aligns with the Strategic Business Plan commitment of:

- **Modernizing Business Practices:** The proposed OneStream EPM platform is expected to improve the efficiency and timeliness of budget and forecast processes, reduce manual workflows, strengthen financial controls, and improve transparency and data-informed decision-making. Planned capabilities include multi-dimensional allocations, multi-year financial planning, workforce planning, scenario modeling, budget templates, approval workflows, version control, audit trails of data changes and user activity, role-based security, segregation of duties, and integration with enterprise systems. The planned solution is also intended to support executive dashboards and key performance indicators related to financial and transit operations, subject to implementation scope and data readiness.

Background

The Authority currently uses a custom-developed budgeting system built on an old, discontinued platform, spreadsheets, manual workflows, and separate reporting tools to support budgeting, forecasting, service allocations, and financial performance management. As financial and operational planning needs grow more complex, the current approach presents several challenges:

- Limited scalability and increasing maintenance effort.
- Time-consuming budget and forecast cycles.
- Risk of data inconsistencies and manual errors.
- Limited visibility into organizational performance.
- Difficulty supporting scenario modeling and strategic decision-making.
- Dependence on key personnel to maintain and manage spreadsheets.

An integrated EPM environment is intended to support operating budget development, member-agency allocations, workforce planning, revenue planning, forecasting, capital planning, and executive and Board reporting. It is expected to provide a central, auditable repository for planning data and improve the consistency of financial and operational information used in management decisions.

Planning and reporting data identified for potential use include departmental and centralized operating budgets, workforce planning, capital forecasts, train miles, route miles, track miles, station counts, ticket vending device counts, ridership forecasts and actuals, deadhead miles, revenue forecasts and actuals, and ICAP. The final data scope and delivery sequence will be established through implementation planning.

The EPM will enable the Authority to implement consistent, standardized processes and practices across all financial planning. The EPM will provide integrated solutions to minimize data entry and maximize efficiency and reliability, allow for greater budget/forecast delivery.

Discussion

Software & System Implementer Selection

A cross-functional team comprising Finance and Information Technology and Digital Services (IDTS) evaluated five enterprise performance management solutions. Following initial screening and requirements assessment, OneStream advanced product demonstrations and further evaluation.

The evaluation considered the Authority's requirements for complex financial allocations, multi-fund and multi-department budgeting, scenario modeling, ridership forecasting, financial controls, auditability, integration, reporting, and long-term scalability. Based on the requirements assessment conducted by staff, OneStream was determined to provide the stronger overall fit for the Authority's financial planning and allocation requirements.

Key considerations supporting the recommendation include:

- **Allocation modeling:** OneStream demonstrated a stronger alignment with multi-fund, multi-department, and complex service allocation requirements, directly addressing a key organizational business priority.
- **Financial governance and auditability:** OneStream provides robust governance and internal controls through managed budget versions, structured approval workflows, automated data validation, comprehensive audit trails, and role-based access controls.
- **Integrated planning and reporting:** The platform is intended to support a centralized environment for budgets, forecasts, actual financial results, workforce costs, and management reporting, subject to implementation scope and integration readiness.
- **Scenario and operational forecasting:** OneStream was assessed as better aligned with the Authority's requirements for scenario analysis, ridership forecasting, and related financial planning.
- **Long-term extensibility:** The platform provides a potential path to expand beyond the initial budgeting implementation into additional enterprise financial planning, reporting, financial close, and consolidation capabilities as business needs evolve.

PMCS Services Inc. / Nova Advisory was selected for its compelling combination of OneStream specialization, financial management expertise, implementation resources, and ongoing support, which aligns with the organization's objective of establishing a centralized, scalable, and sustainable enterprise performance management environment.

Cooperative Contracting Method

For the software, staff identified California Department of General Services has a Multiple Award Schedule (CMAS) Agreement 3-16-70-1047B for Information Technology – General Provisions Cloud Computing Services and Non-Cloud Goods & Services which was awarded on July 19, 2016, which has a current expiration date of April 11, 2031. According to the Terms of CMAS Agreement 3-16-70-1047B Local Agencies may make use of this agreement for the purchase of the following:

- Infrastructure as a Service (IaaS)
- Platform as a Service (PaaS)
- Software
- Software as a Service (SaaS)

For the implementation, staff identified the Texas Department of Information Resources (TX DIR) Agreement DIR-CPO-5315 for Information Technology – Software COTS and Related Services, which was awarded on March 4, 2024, and has a current expiration date of March 4, 2030. According to the Terms of TX DIR Agreement DIR-CPO-5315 Local Agencies may make use of this agreement.

Award Scope and Implementation Dependency

This award is for software and platform access and the implementation of OneStream. Implementation services—including, as applicable, configuration, integration, data migration, testing, training, deployment, and hypercare or warranty support. The Authority's ability to realize the intended benefits depends on the successful completion of that work, data readiness, integration coordination, security design, user adoption, and business-owner participation.

Expected Outcomes

- Shorter budget preparation and approval cycles.
- Improved forecast quality and variance analysis.Reduced manual data collection, spreadsheet reliance, and offline approval routing.
- Improved transparency, accountability, and auditability of financial planning data.
- More timely management reporting, dashboards, and budget-book preparation.
- Improved scenario planning and visibility into workforce, revenue, and operational cost drivers.

Project measures and targets will be established during implementation planning using an agreed baseline. Potential measures include budget-cycle duration, forecast variance, manual reconciliation effort, data-load reconciliation results, workflow completion time, and timeliness of management reporting.

Budget Impact

The requested contract authority is $827,903.92 for DLT Solutions (One Stream software) and $820,968 for Nova Advisory (implementation), for a total of $1,648,871.92. The first-year software amount of $279,486.00 is a part of the capital project and will be covered by the available amount included in the approved FY2026 Capital Budget. The remaining amounts of $274,208.96 in Year 2 and $274,208.96 in Year 3 for software are planned for inclusion in the FY2028 and FY2029 annual operating budgets, subject to adoption of the FY27 and FY28 Proposed Operating Budgets. The implementation costs (PCMS Services / Nova Advisory) of $820,968 will be covered by a combination of the remaining funds available in the FY26 approved Capital ($592,513) and a new authorization in the Proposed FY27 Capital Budget ($228,455). That budget is subject to approval by the board at its November meeting.

Next Steps

Upon Board approval staff will issue Purchase Order Nos. LI331-27 to DLT and SP678-27 to PMCS for an amounts not to exceed $827,903.92 and $820,968.00, respectively.

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Approved by:	Kevin Gray, Chief Technology Officer Tom Schamber, Chief Financial Officer

Attachment(s)

Presentation - EPM OneStream