



North Dakota Legislative Council

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ENTERPRISE RESOURCE PLANNING SYSTEMS IN OTHER STATES

This memorandum provides information regarding recent enterprise resource planning (ERP) system modernization efforts in select other states, including vendor selections, modernization strategies, and project complications.

NORTH DAKOTA

The State of North Dakota's current ERP system, ConnectND, utilizes Oracle PeopleSoft software to manage the state's financial, human resources (HR), payroll, and student information functions. The Legislative Assembly provided \$7.5 million from the General Fund during the 2001-03 biennium and \$20 million in bonding authority during the 2003-05 biennium for the evaluation, selection, and implementation of the system. The system was developed by PeopleSoft, Inc., which was acquired by Oracle Corporation in 2005.

Originally implemented in 2004, various changes and enhancements have since been made to the software, including the North Dakota University System and the state dividing into two separately managed instances of the system in 2012. The software is highly customized, with more than 6,000 modifications between the financial, HR, and student information components of the system. ConnectND has been given rolling 10-year extensions by Oracle for each of the last 7 years. The most recent extension has renewed support for the software through 2036.

During the 2023-24 interim, the University System conducted the ERP360 market analysis to identify potential ERP vendors that could replace the ConnectND software. The analysis found only two cloud ERP vendors with financial, HR, and student information system components that meet the University System's needs within a single offering, Oracle and Workday. The analysis also found that the state is not cloud ready and would not be able to start the implementation of a new ERP software until preparation and strategy for the implementation has been completed. The analysis resulted in a recommendation to the State Board of Higher Education for the University System to transition to a new ERP software and be fully transitioned to cloud systems by 2035.

Governor Doug Burgum's 2025-27 biennium executive budget recommendation included one-time funding of \$14 million for ERP cloud readiness, including \$10 million from the Strategic Investment and Improvements Fund for the University System and \$4 million from the General Fund for the Office of Management and Budget. Governor Kelly Armstrong did not include funding for either project in his executive budget recommendation. The 2025 Legislative Assembly did not provide funding for ERP cloud readiness, instead directing the legislative interim study.

SELECT OTHER STATES

Overview

Modernization approaches vary significantly, including comprehensive cloud-based replacements, migrations of existing systems to the cloud, incremental upgrades of existing systems, and modernization of specific system components such as financial or HR components. The review of state ERP systems revealed a trend of states migrating existing ERP systems to the cloud or adopting new, cloud-based systems. Transition and migration outcomes varied widely, with several projects encountering significant issues, including cost overruns, time delays, audit findings, and financial reporting errors. Higher education institutions are excluded from the ERP systems of all states reviewed for this memorandum.

The schedule below details information regarding the status of select other states' ERP systems.

State	ERP System Provider (Software)	System Environment	Completion Date
South Dakota	Oracle (Fusion) - Finance	Cloud - Implementation in progress	2027
Wyoming	CGI (Advantage)	Cloud - Migration completed	2023
Montana	Oracle (PeopleSoft)	On-premises	2000
Minnesota	Oracle (PeopleSoft)	Cloud - Migration in progress	2026
Idaho	Infor (CloudSuite)	Cloud - Implementation completed	2023
Iowa	CGI (Advantage) - Finance	Cloud - Migration completed	2024
	Workday - HR and Payroll	Cloud - Implementation completed	2021
Alaska	CGI (Advantage)	Cloud - Migration completed	2024
Kansas	Oracle (PeopleSoft)	On-premises	1994
Maine	Workday - HR	Cloud - Implementation completed	2024

South Dakota

In 2024, the State of South Dakota initiated Project BISON (Business Information Systems Optimization Network), selecting Oracle Fusion Cloud to replace its legacy mainframe ERP system, which was originally implemented in 1988. The South Dakota Legislature appropriated \$70 million for the project, which covers statewide financial systems. The system is scheduled to go live in fiscal year 2027. Higher education institutions are not included in this transition.

Wyoming

In 2023, the State of Wyoming migrated its CGI Advantage ERP system to a cloud-based environment from the private managed cloud environment which had been in use since 2012. The Wyoming State Auditor's Office indicated the existing contract with CGI was amended to include the upgrade at no cost to the state. The current system integrates HR, payroll, and financial management components.

The system originated from a 1989 contract with American Management Systems, which was acquired by CGI in 2004. Since 1989, the system has undergone various major modifications to remain current, resulting in a system that is entirely different than the one first implemented.

Between 1989 and 2011, the state reported total historical contract costs between the state and CGI of \$41.2 million. Since 2011, the state has paid an average of \$5.5 million per year in contract costs. The University of Wyoming independently operates WyoCloud, an Oracle Fusion system, entirely separate from the state ERP system.

Montana

The State of Montana utilizes SABHRS (Statewide Accounting, Budgeting, and Human Resource System), an on-premises Oracle PeopleSoft system. Implemented in fiscal year 2000, the system replaced a legacy mainframe system. Montana has not initiated a cloud ERP replacement project. The Montana University System operates independently from the state's ERP system.

Minnesota

The State of Minnesota currently utilizes an on-premises Oracle PeopleSoft ERP software. The state maintains a strategy of continuous modernization and is in the process of migrating its ERP system to Oracle Cloud Infrastructure. The Minnesota State Colleges and Universities system is excluded and is currently pursuing an independent transition to Workday cloud-based ERP software.

Idaho

In 2023, the State of Idaho completed Project Luma to replace the state's legacy mainframe ERP system, which had been in use since the 1980s. Idaho implemented Infor CloudSuite, a cloud-based ERP solution, over a 4-year timeline (2019-2023) at a cost of approximately \$120 million. Ongoing system costs are estimated to total approximately \$10 million per year. The project included a full replacement

of finance, procurement, and HR functions. Idaho's colleges and universities were excluded from the system.

The project faced significant postimplementation issues, resulting in financial reporting misstatements and approximately \$32 million in duplicate Medicaid payments. Independent auditors issued qualified opinions for 8 of the state's 12 major opinion units in the 2024 Annual Comprehensive Financial Report due to issues with the new system. Auditors were unable to obtain sufficient evidence to form an opinion because key account reconciliations could not be performed to verify account balances.

Iowa

In 2019, the State of Iowa selected Workday to transition the state's legacy financial and HR systems to a cloud-based ERP system. Following implementation of the HR and payroll systems in 2021, the state faced functionality gaps and integration challenges with the financial component. Citing these issues, Iowa canceled the Workday financial system implementation in 2023.

Following the cancellation, Iowa migrated its existing CGI Advantage software to a cloud-based environment in 2024. Higher education institutions are excluded from the state's ERP system.

Alaska

The State of Alaska utilizes IRIS (Integrated Resource Information System), a CGI Advantage software, which migrated to the cloud in 2024. The core financial and procurement functions were implemented in 2015, and HR functions were implemented in 2017, replacing a 1980s mainframe system. The University of Alaska system operates an Ellucian Banner ERP system separate from the state.

Kansas

The State of Kansas operates an on-premises Oracle PeopleSoft ERP system. During the 2025 Legislative Session, the Kansas Department of Administration requested a \$26 million appropriation for fiscal year 2026 to fund the 1st year of a 3-year \$100 million modernization project to replace the platform with a single-vendor cloud-based system. The Legislature did not provide funding for the request.

Maine

In 2025, the State of Maine implemented PRISM (Pay, Report, Inform, and Support Maine), a cloud-based HR ERP system based on Workday software. This implementation concluded a 9-year initiative (2016-2025) to replace the HR component of the legacy MFASIS (Maine Financial and Administrative Statewide Information System) system, which had been in use since 1991.

The implementation, originally projected to span 2 years at a cost of \$14.3 million, was completed over 9 years with total costs exceeding \$50 million. The project included the termination of the contract with the initial software vendor, Infor, and subsequent legal disputes with the eventual software vendor, Workday. The University of Maine System was excluded from the system, and independently operates a separate Oracle PeopleSoft environment, which has been migrated to the cloud.