


1.1 Client Reference 1

	<p>Washington Metropolitan Transit Authority</p>
<p>Project Name</p>	<p>WMATA ITRP - ERP Solutions, CRM, Business Intelligence</p>
<p>Organization Background</p>	
<p>The Washington Metropolitan Transit Authority (WMATA) operates the second largest rail transit system and the fifth largest bus network in the United States. Safe, clean, and reliable, “America’s Transit System” transports more than a third of the federal government to work and millions of tourists to the landmarks in the Nation’s Capitol.</p>	
<p>Business Scenario</p>	
<p>WMATA’s internal business systems were decades old, using expired mainframe technology. Their financial, payroll, HR and CRM systems did not provide the functionality offered by modern technology and were becoming expensive to update and maintain. Additionally, none of these systems were integrated, depriving WMATA of the informational and analytic capabilities provided by an enterprise solution.</p>	
<p>The Information Technology Renewal Program (ITRP) was established to address these issues. WMATA decided to install and implement PeopleSoft’s ERP system version 8.8. The system, comprising sixteen modules, incorporated financials, HR benefits, and payroll. This effort was accomplished in roughly three and a half years.</p>	
<p>At the same time, the executive leadership at WMATA recognized the need for an increased focus on customer service and the manner in which customer related incidents were distributed and managed throughout the Authority. As was the case with their internal business systems, WMATA utilized a number of non-integrated and antiquated legacy systems to manage customer interactions. Separate systems were used to support telephone, hard copy and email communications. None of the systems interfaced with WMATA’s customer facing web site. They also lacked functionality allowing WMATA personnel to effectively track, respond to or report on the thousands of customer interactions they were receiving each month.</p>	
<p>As part of the ITRP, WMATA decided to leverage the PeopleSoft CRM software platform to replace these legacy systems. WMATA selected PeopleSoft CRM Support version 8.9 to integrate all of their customer communication channels and to effectively collaborate with</p>	

operational personnel located in over 100 locations throughout the Washington Metropolitan area.

The core focus of this program was to provide an enterprise customer service framework that enables a seamless, effective and efficient mechanism for achieving total customer care. Some of the core objectives of this program were:

- Extend the current implementation of the PeopleSoft Human Resources and Financial systems framework to support CRM
- Replace the existing antiquated, disintegrated stovepipe systems with an integrated state-of-the-art technology platform leveraging the PeopleSoft CRM module
- Consolidate all support services across the various applications residing on the same technology platform while deriving operation and maintenance efficiencies.

Our Work

Replacing the Legacy Financial and HR/Payroll System with PeopleSoft ERP

As noted, WMATA replaced its legacy Financial and HR/Payroll system software with PeopleSoft ERP software. WMATA's Office of Information Technology (OIT) is responsible for operating, maintaining, and supporting the PeopleSoft production system and other systems (e.g. MMMS, Trapeze and legacy) that interface with the PeopleSoft system. Support of these systems requires highly specialized functional and technical knowledge of the application.

OIT asked Optimos to provide the experience and expertise needed to assist WMATA personnel in operating and maintaining their large and complex PeopleSoft ERP solution. Optimos provided the functional and technical experts needed to support the PeopleSoft HR, Payroll, Financials, CRM, and the eRecruit applications. In fact, the majority of personnel performing this work are provided by Optimos. This included support for the associated security, infrastructure and operating systems, and systems interfaces.

Realizing the Benefits of WMATA's Enterprise System

Optimos began its work at WMATA providing the post-implementation production PeopleSoft ERP system support. This includes the ongoing operations and maintenance support involving:

- Problem determination, diagnosis, resolution and permanent fix
- Installing, testing, and implementing system software maintenance
- Designing, recommending and implementing appropriate environments for the ongoing successful production operation
- Implementing new functionality
- Configuration
- Performance and tuning
- Designing and implementing enhancements
- Defining and implementing associated business process and procedure
- Creating and disseminating appropriate documentation
- Providing training to WMATA IT and user personnel.

This effort has resulted in a stable system, enabling the Authority to focus on improving operations, enhancing functionality and better serving the community.

As a result of this success, WMATA asked Optimos to begin working on providing Business Intelligence information now generated by their enterprise system. Optimos is helping WMATA realize the true benefit of their PeopleSoft investment. Using PeopleSoft's Enterprise Performance Management (EPM), Optimos is assisting in developing the system and processes necessary to provide actionable information to all levels of management -- from operational analysis and reporting to executive dashboards. This gives WMATA one source of truth, derived from the enterprise system of record.

Replacing the Customer Service support system with PeopleSoft CRM

Optimos consultants worked closely with key WMATA stakeholders representing over 15 independent organizations within WMATA to analyze their as-is business processes and develop requirements. A to-be business process model was developed that would effectively leverage PeopleSoft CRM functionality. Optimos consultants validated WMATA's functional and technical requirements and designed, developed and configured the CRM system to meet 100% of the requirements. A comprehensive training program was developed and delivered to all users and an ongoing Train the Trainer structure was implemented. The original 12 month project plan was compressed to 9 months to meet WMATA's business requirements and budget constraints. Even with the aggressive schedule, the system was operational 2 days ahead of schedule and in the past 18 months has exceeded all of WMATA's system availability requirements.

Following the CRM implementation, Optimos consultants have been providing comprehensive operational support and have been designing and delivering significant enhancements, including the implementation of Structured Email processing, integration of CRM with the WMATA Web site and the automation of WMATA's Lost and Found Department in PeopleSoft CRM. Additional user training classes and materials have been developed on-demand to meet evolving user requirements.

Support of PeopleSoft CRM requires highly specialized functional and technical knowledge of the application, as well as expertise and experience in security, database administration, infrastructure and operating systems, and system interfaces.

The following were provided by Optimos experts as part of our service to WMATA:

- Problem determination, diagnosis, resolution and permanent fix

- Design, recommendation and implementation of appropriate environments for the ongoing successful operation of WMATA's production systems
- Creation and assistance with the necessary documentation, processes and procedures needed for the operation and support of the production systems
- Performing other tasks related to the project at hand as requested by WMATA management
- Identify additional business process improvements leveraging CRM functionality.

Additionally, the Optimos technical experts worked with WMATA personnel to transfer subject matter knowledge, ensuring that WMATA operations personnel can become self-sufficient in supporting their production systems once the consultant team has completed its project deliverables.

Program/Project Management

Optimos has provided excellent program management while executing this program. WMATA has not had a single issue with the overall management and execution of this contract. All project deliverables were clearly defined and delivered on time within budget.

Project resources have been efficiently managed to provide the best value to WMATA based on the experience and knowledge of each individual on the team. Optimos has leveraged several competent small businesses as part of the contract, adhering to our GSA small business plan.

The level of commitment, consultant skills, management, and timely delivery of all deliverables within budget has enabled Optimos secure a renewal of the contract for continuation of services.

Challenges and Corrective Actions

Challenge:

Post-implementation, WMATA production payroll processing was taking much longer than expected, compared to industry standards. Optimos determined that this was due to PeopleSoft system performance, incorrect or inefficient procedures, and lack of training for payroll department personnel.

Corrective Actions:

- Optimos analyzed the system performance issues and implemented tuning measures that reduced the runtime of the PeopleSoft Time and Labor process from approximately eight hours to one and a half hours
- Optimos consolidated various manual processes and procedures and streamlined the payroll run procedures. The new process and procedures were simplified and documented increasing efficiency in payroll processing
- Optimos consultants worked closely with the payroll department personnel providing them the knowledge and understanding of how the PeopleSoft payroll system works, as well as providing them training in the new processes and procedures
- Additionally, Optimos prepared a substantive list of recommendations to implement, Authority-wide, to improve the efficiency and accuracy of their payroll processing. These recommendations were made to the financial, payroll, and HR departments and encompassed policy, business process, management, and procedures.

Challenge:

The PeopleSoft ERP implementation at WMATA introduced new business processes to the Authority. Going from IT-centric based stovepipe systems to an enterprise-wide system created challenges for the IT department as well as each of the business units using the system. Although the IT department maintained the overall system, the business units managed their own environments and functions. It was now necessary for the disparate departments to work together to maintain, enhance, and support the operation of their new enterprise system.


Corrective Actions:

- Optimos recognized the difficulty WMATA was having in working together to efficiently manage and operate the ERP system and in gaining the benefits of this

implementation. WMATA asked Optimos to design, document, and implement a change management process for the Authority.

- Based on industry best practices and specific WMATA organizational and business requirements, Optimos designed, documented, and implemented the change management process. Included in this design:
 - o Establishment of the Change Management Committee (CMC). This committee comprised IT management and representatives from each of the business units
 - o Established a regular schedule of meetings to discuss outstanding issues, disseminate information, and agree on decisions.

1.2 Client Reference 2

	<p>U.S. Department of Housing - Federal Housing Administration</p>
Project Name	
	Financial Systems Renewal
Organization Background	
<p>The Department of Housing and Urban Development (HUD) Federal Housing Administration (FHA) is the principal federal agency for programs concerned with the nation's housing needs, fair housing opportunities, as well as improvement and development communities across the nation. Since 1934, the FHA and HUD have insured almost 30 million home mortgages and 38,000 multifamily project mortgages representing 4.1 million apartments. FHA operates with a high degree of public and fiscal accountability and plays a key role in stabilizing credit markets in times of economic disruption.</p>	
Business Scenario	
<p>Following a competitive bid process against both regional and national IT vendors, Optimos as a key part of the Orizon team, was selected by the Federal Housing Administration (FHA) to help revamp their overall financial management systems. Optimos had primary responsibility for all PeopleSoft related work.</p>	
Our Solution	
<p>Core Financials</p> <p>The initial task for this was to implement automated interfaces for detail transactions from 18 legacy insurance systems and four external data sources into a new FHA PeopleSoft financials application. This was a very critical task as the FHA financials application processes over 264 million transactions annually. Accordingly, volume considerations, database analyses, and other performance considerations were especially important. In addition, due to the high visibility of this project, Optimos was required to deliver high quality documentation on all aspects of the work, and did so routinely and completely on schedule.</p> <p>The PeopleSoft application included General Ledger, Accounts Receivable, Procurement, Payables, Commitment Control, and Project Costing modules. The interfaced systems included a mix of mainframe and client/server processing. Our technical interface experience includes use of PeopleCode, Application Engine, SQR, and Integration Broker technologies. As a part of the initial implementation, Optimos was also able to implement a successful interface for one legacy system that a number of contractors had previously not</p>	

been able to achieve. In this solution Optimos also eliminated the need to modify a number of production programs.

Our work included full-life cycle activities, including requirements definition, solution analysis and design, testing, definition of operations processes, training, and ongoing O&M support. Our implementation work included both functional and technical analyses (see 601 Project described below for an example) as well as technical analysis and development work including security administration for specified development environments. As a part of the implementation tasks, we produced complete documentation required for system operation and maintenance. Our O&M support included problem analysis, corrective action analysis and review, and corrective action implementation. In addition, our O&M support included periodic assessments of problem patterns for underlying issues that would benefit from proactive maintenance actions.

We provided functional leadership for the architecture and design of all interface and conversion processing as well as functional leadership in a number of overall application implementations.

Despite a delayed purchasing award by FHA, in the first four months of the project the Optimos team caught up with the overall schedule and delivered the project ahead of schedule.

Following the successful implementation of the core financials application, the project progressed through follow-on expansion phases. In these phases Optimos developed and successfully delivered more than 29 additional interfaces and several overall application solutions. In addition, Optimos provided ongoing O&M support for the cumulative work that had been implemented in all previous phases.

601 Accelerated Claims Disposition Program

The following is an example of an overall application that Optimos successfully delivered. Optimos led the development of the support system for FHA's 601 Accelerated Claims Disposition Program. The developed system is JFMIP compliant and had several complex and dynamic requirements. For this system Optimos interfaced several external systems and entities such as Transaction Advisors. This system generates custom Settlement Reports and Files as well as supports complex multiparty operating applications with tight integration to FHA's core JFMIP compliant financial system. This system operates across HUD's firewall with full compliance with HUD's security architectures.

Using this system, FHA expects to initially transact over \$400 million in loan sales to private sector loan management companies and improve FHA's recovery rates and reduce recovery costs. The Optimos team delivered the system ahead of schedule.

As a result of Optimos' performance on these projects and its demonstrated understanding of FHA's systems and needs, Optimos was requested to deliver executive level briefings to several steering committees to provide insight to the system structures and project statuses.

These solutions highlight Optimos' ability to provide complex enterprise systems in demanding environments.