



ciber[®]

CASE STUDY

Regional Transportation District



"RTD is very pleased that this project delivered for the District's constituents on its primary objectives and did so on time and on budget. This process would not have been possible without CIBER's expertise, leadership and partnership. Over the duration of the project, CIBER worked seamlessly with the RTD team as partners to deliver on a solution that will serve us for years to come."

Phil Washington, RTD's Assistant General Manager of Administration

The Situation:

The Regional Transportation District of Denver (RTD) is a public agency created in 1969 by the Colorado General Assembly. RTD operates as a public transportation system in a seven-county service area, including Boulder, Broomfield, Denver and Jefferson counties, and parts of Adams, Arapahoe, and Douglas counties.

RTD is currently managing two large capital projects: FasTracks and T-Rex. FasTracks is RTD's 12-year, \$6 billion comprehensive plan to build and operate high-speed rail lines, as well as expand and improve bus service throughout the region. FasTracks includes:

- 119 miles of new light rail and commuter rail
- 18 miles of bus rapid transit service
- 57 new transit stations
- 21,000 additional parking spaces at transit Park-n-Rides

RTD was historically using a variety of custom legacy systems for Finance Operations, Human Resource Management, Payroll, Materials Management, Project Accounting, and Asset Maintenance Management. Some of the systems are more than 20 years old and the lack of integration of these systems has been a significant issue for RTD.

A study was conducted several years ago which concluded that the existing Finance, Human Resources and Maintenance Management systems could not support the overall growth plans. The need for an integrated suite of applications to manage the business of RTD, as well as support significant development of additional transit infrastructure was a significant driver behind their decision to move forward. This project lays important groundwork for that expansion and the ability of RTD to support growth by replacing those systems.

The Solution:

RTD began its procurement in the fall of 2004 which resulted in their purchase of the Oracle E-Business Suite, MAXIMUS Enterprise Asset Management Suite and supporting consulting services. The final two consulting candidates were selected in 2005, and the contract was awarded to CIBER Enterprise Solutions. RTD selected CIBER to lead its implementation of the new Oracle and MAXIMUS systems. That selection was based on:

- Implementation expertise
- Focus on a teaming concept of combining client and consulting teams
- Complete view of the breadth of factors for a successful implementation

The team of consultants engaged to implement the RTD solution which included project management, change management, functional application experts and

technical application experts. In addition, CIBER responded to the resource demands RTD required by providing contract resources to supplement the RTD team.

The primary objectives of the project included:

- Improve the integration of operations (vehicle maintenance, human resources and finance)
- Enhance decision making capabilities
- Modernize computing platforms to realize benefits from best-of-breed, industry standard software solutions
- Improve the agility of RTD's infrastructure to respond to the needs of expanding the transportation systems within the Denver area communities
- Improve efficiencies by eliminating duplicate business processes
- Meet regulatory reporting requirements of the Department of Transportation, Environmental Protection Agency, and Federal Transportation Administration
- Managing expansion construction project funding
- Maximize the labor force to improve efficiencies

The project was divided into four overlapping phases (1.0, 1.5, 2.0 and 3.0) to be delivered over two and a half years. Phase 1.0 included the Oracle Financial applications which went live January 2, 2007 with the core Finance functions. Phase 1.5 included Oracle Procurement, Oracle Inventory and MAXIMUS for Vehicle and Infrastructure Asset Maintenance and went live August 27, 2007. Phase 2.0 included the implementation of Oracle Payroll, Human Resources and Advanced Benefits.

The Benefits:

Overall, RTD realized a number of benefits during the course of the project. RTD moved from a paper intensive environment to more automated systems. Most of those paperless transactions took advantage of core workflow process in the Oracle applications allowing individuals for the first time the ability to track the progress of transactions in the systems. In the past, Purchase Requisitions were routed for signature with paper approvals. Today, an RTD employee can review the status of a requisition real-time online. In addition, many day-to-day tasks from the work orders transacted by mechanics to salaried employees entering their time sheets are paperless.

RTD went live with Phase 1.0 of their Oracle E-Business Suite project on January 1, 2007. In their homegrown legacy systems, all project and grant data was tracked in a complex chart of accounts. For the first time, RTD used the concepts of sub-ledgers to maintain detailed financial information including detailed projects and grant data. In addition, fund controls were used to manage budgets against expenditures throughout the entire financial process.

RTD went live with Phase 1.5 of the project deploying Oracle Procurement and Inventory with MAXIMUS' Asset Management systems. Within a couple of weeks of the go-live, the bus and light rail maintenance operations were functioning at near normal levels. Workers had moved from paper-based work order environments, to a paperless online system using real-time labor capture at kiosks throughout the shop floor. RTD's Maintenance of Way employees moved from paper-based work orders to walking their track operations using wireless handheld devices that log work orders as they move around the system. The implementation resulted in zero service impact and an ability to analyze operations real-time.

RTD went live with Phase 2.0 of their Oracle E-Business Suite project on January 3, 2008. This phase included the first run of a bi-weekly payroll for the 1,800+ union employees. This first payroll run totaled over \$2,000,000. The net difference for all employees' gross pay that was not reconciled when compared with the legacy payroll system totaled \$600, and not one employee had a difference over \$20 to reconcile. For the first time, salaried employees entered their timesheets online with supervisor approvals performed electronically. Those time entries were immediately available to the Payroll Department to process transactions. In this Phase many day-to-day employee transactions, from W-4 updates to address changes, were handled through self-service applications allowing the employee to update their information online.

The entire project is on-time and on-budget. RTD has reaped significant benefits from CIBER's implementation and has achieved its primary objectives to date.

About CIBER, Inc.

CIBER, Inc. (NYSE: CBR) is a pure-play international system integration consultancy with superior value-priced services for both private and government sector clients. CIBER's global delivery services are offered on a project or strategic staffing basis, in both custom and enterprise resource planning (ERP) package environments, and across all technology platforms, operating systems and infrastructures.

Founded in 1974 and headquartered in Greenwood Village, Colo., the company now serves client businesses from over 60 U.S. offices, 20 European offices and four offices in Asia. Operating in 18 countries, with 8,000 employees and annual revenue of approximately \$1 billion, CIBER and its IT specialists continuously build and upgrade clients' systems to "competitive advantage status." CIBER is included in the Russell 2000 Index and the S&P Small Cap 600 Index.

The logo for CIBER, Inc. features the word "ciber" in a bold, lowercase, sans-serif font. The letters "c", "i", and "e" are in a dark blue color, while the letters "b", "e", and "r" are in a lighter blue color. A registered trademark symbol (®) is positioned to the upper right of the letter "r".

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