The Energy Trust of Oregon
Capital Purchases

	2010 Q1	2010 Q2	2010 Q3	2010 Q4	2010 budget
Capital Items - Computer Hardware & Software					
Server Upgrades and Replacements	72,000	-	-	-	72,000
Network Switch Replacement and redunandancy	-	16,000	-	-	16,000
Disaster Recovery Server	-	10,000	-	-	10,000
Additional Storage	-	14,000	-	-	14,000
Electronic Signature service	-	41,000	-	-	41,000
GIS/Political District reporting Solution	-	-	40,000	-	40,000
Web based training solution	-	12,000	-	-	12,000
Accounting/CRM/ERP software	-	350,000	-	-	350,000
Accounting/CRM/ERP consulting	-	525,000	-	-	525,000
Accounting/CRM/ERP App Server	-	12,000	-	-	12,000
Accounting/CRM/ERP Database Server	-	12,000	-	-	12,000
Infrastructure change monitoring software	-	50,000	-	-	50,000
Business Objects Upgrade to CPU licensing model	-	-	100,000	-	100,000
HVAC for server room	-	8,000	-	-	8,000
Document retention software	-	30,000	-	-	30,000
Total capital purchases - 2010 budget	72,000	1,080,000	140,000	-	1,292,000

	2011 Q1	2011 Q2	2011 Q3	2011 Q4	2011 projection
Capital Items - Computer Hardware & Software					
Server Upgrades and Replacements	72,000	-	-	-	72,000
Network Switch Replacement and redunandancy	-	16,000	-	-	16,000
Disaster Recovery Server	-	10,000	-	-	10,000
Additional Storage	-	14,000	-	-	14,000
Accounting/CRM/ERP consulting	-	575,000	-	-	575,000
Accounting/CRM/ERP software	-	150,000	-	-	150,000
Total capital purchases - 2011 projection	72,000	765,000	-	-	837,000

Briefing Paper
IT Integrated Solutions Project Summary

December 18, 2009

Summary
Summarize the current state of Energy Trust's systems and assess the merits of purchasing an Enterprise Resource Planning (ERP) system for Energy Trust's three main administrative applications:

1. FastTrack program tracking system
2. Great Plains financial accounting system
3. Goldmine customer care system

Background
In April, 2003, the Energy Trust Board of Directors approved a one-time expenditure of $600,000 to implement a program tracking system (FastTrack) with ongoing annual costs estimated in the $375,000 - $450,000 range. The original system was designed to support 75+ users, to allow tracking of 100,000 participants and 1.75 million ratepayers.

Presently, Energy Trust supports 300 users and has 4.8 million utility accounts on file. As of 2009, Energy Trust has supported projects at 385,000 sites, 285,000 contacts and 5,000 trade allies are tracked. Over 5 terabytes of data are currently managed in our environment.

The original systems fit a small organization and were intended to allow us to operate as an organization for 8 years. Meanwhile, the public purpose funding mechanism that supports Energy Trust has been extended through 2025.

Discussion
Five years ago, when Energy Trust made its original technology choices, the software landscape was a lot different, with limited software choices in the energy efficiency field. Since then, Enterprise Resource Planning (ERP) systems have become common business fixtures. These systems provide an integrated database and a modular software design that allow every business department to store and retrieve information in real-time. Modular software design allows a variety of functions to be added on an individual basis enabling flexibility for growth and improved business efficiency.

At this time, the capabilities provided by Energy Trust's current systems are stretched. Staff spends additional time on manual processes and rework because of the inherent inconsistencies of keeping information in our three separate systems – GoldMine (participants, trade allies and contacts), FastTrack (program tracking) and Great Plains (finance and accounting). In addition, separate software, spreadsheets and databases are used to track contracts, certain documents and their retention cycles, to store utility customer information and usage, to support additional financial reporting and to track project information that is not supported in FastTrack such as renewable generation. Other functions such as HR and procurement do not have an automated system at all.

Funding for an ERP investigation was included in the 2009/2010 budget. To ensure that investing in an ERP system was the best choice for Energy Trust and was prudent and necessary, the Integrated Solutions assessment project was chartered in May 2009. The project team has engaged Energy Trust program and support staff to assess Energy Trust's key processes, rank the business requirements, assess the state of the current core business systems and evaluate viable options.

Recommendation
Pursue an Enterprise Resource Project integrated systems solution for our three primary business applications: Goldmine, Great Plains, FastTrack.

- Initiate an RFP to determine implementation options of replacing all systems at once, or phased-in solution.
- Extend the $2.6M implementation cost across two years
    - $1.3M for 2010 (*Includes $200K RFP*)
    - $1.3M for 2011

Project Objectives

- Improve the efficiency of program data collection, analysis, management and reporting
- Provide tools to program management staff to allow tighter management and tracking of programs
- Provide capabilities to allow program staff to share information easily across programs, sectors and between energy efficiency and renewable staff
- Implement an integrated solution with one data base to eliminate the inefficiencies of a multiple system solution. In particular, the capabilities of Fast Track and Gold Mine would need to be combined.
- Improve work flows and processes through automation to identify opportunities to save time and expense, simplify and better serve staff needs more easily and efficiently
- Provide user self-service for more rapid response to information requests
- Provide a flexible foundation which can be readily expanded over time by adding modules as needed

2010/2011 ERP Costs

ERP Cost Description	2010 Estimated Cost	2011 Estimated Cost
ERP software	$350,000*	$150,000*
ERP consulting	$594,000*	$740,000*
ERP Hardware	$24,000*	
Contract Project Manager	$156,000*	$156,000*
RFP	$200,000	
Training content contractor	$25,000	$53,000
Training Implementation Services		$182,000
IT specialized training		$18,000
Total estimate	$1,349,000	$1,299,000

*Capital costs total $2.17M, to be depreciated over 3 years

Potential ERP System Benefits

- Systems work in concert with redesign changes to enable higher customer-centric performance
- Improved results & productivity from streamlined work flow processes between PMCs, trade allies and program management staff
- Frees up time to work on value added, strategic initiatives
- Enables improved management of actuals and forecasts to budget
- Integrated data improves data quality
- Easier to share information across programs
- Efficient program analysis, management and reporting
- Tools for tighter management and tracking of programs

Next Steps

Initiate an RFP to determine implementation options of replacing all systems at once, or a phased-in solution.

- Engage a Solution Selection Committee guided by ERP Steering Committee
- Prepare Final Business Case
- Recommend best implementation path option to the Board in the summer of 2009