Briefing Paper
Integrated Solutions Project Update

September 19, 2012

Summary

Phase 1 of the Integrated Solutions Implementation (ISI) project is on track to be completed by the end of September. The project has begun preliminary planning for phase 2 and will accelerate that planning in October with the intention to complete phase 2 planning and implementation initiation in Q2 2013. This update covers the period since our last update in March 2012.

Background

- The ISI project was initiated to achieve several objectives in support of program goals including improvements to our processes, increased data quality and systems improvements that both modernize our systems and strengthen integration among our systems.

- In September 2010, the board authorized a budget of $3.7 million in support of the ISI project. Staff engaged in the project beginning in January 2011 and worked through process analysis and potential solutions through much of 2011.

- A project assessment was initiated in September 2011, leading to a final implementation approach in December 2011. Fundamental to this approach was dividing the project into two phases with phase 1 scheduled for completion in Q3 2012 and the projection for phase 2 completion in Q2 2013.

- Phase 1 of the project is comprised of five priority workstreams:

    1. **Process analysis and design** – Identify and document the organization's business processes within an overall process architecture. This documentation will identify opportunities for stronger systems integrations, process improvements, and efficiency gains and will be the basis for the other project workstreams.

    2. **Data modeling** – Create a single Energy Trust data model. The data model will be created through iterative rounds of discovery with staff and will be foundational to the other project workstreams.

    3. **Great Plains upgrade** – Upgrade Microsoft Dynamics Great Plains software to the latest version.

    4. **Planning, budgeting and forecasting solution** – Bring in outside expertise to educate Energy Trust on best practices and tools and put new, more consistent budgeting and forecasting processes into place throughout the organization.

    5. **CRM solution** – Address the major inefficiencies and limitations of the current Energy Trust customer relationship management (CRM) solution.

- Phase 2 of the project will implement process and systems improvements in one core area:

    1. **Program management and delivery** – Address the major inefficiencies and limitations of FastTrack, the system currently used by Energy Trust for program management and delivery.

Phase 1 progress since March 2012 board update

- **Process analysis and design**
  - Provided project team members with training and tools to facilitate process analysis
  - Identified and grouped major business processes within the process architecture
  - Documented all major processes within each process group, including integrations among processes and annotations for potential improvements
  - Performed detailed analysis for prioritized processes
  - Created draft approach document for ISI Phase 2
- **Data modeling**
  - Facilitated 10 large-group data modeling sessions and 21 detailed break-out meetings
  - Created a single conceptual data model with a glossary of terms
  - Completed a detailed technical data model that will be the basis for creating a data warehouse
  - Expanded data modeling competency to business users
  - Utilized business scenarios from across the organization to validate the model
  - Completed summary document and presentation of findings
- **Great Plains upgrade**
  - Successfully completed the upgrade of our financial system on March 31
- **Planning, budgeting and forecasting solution**
  - Determined scope of work in 2012 based on outcomes from workshop
  - Completed current process documentation
  - Reviewed proposed changes with managers
  - Completed significant changes to budget spreadsheets improving quality of the spreadsheets and adding dimensions that allow for greater granularity of budgeting to assist program management
  - Incorporating budget dimension granularity into business intelligence platform for budget to actual reporting
- **CRM solution**
  - Planned and executed CRM workshop to assist in solidifying our customer experience requirements
  - Completed current CRM process documentation
  - Developed CRM system RFP based on our customer experience requirements
  - Scored RFP's and conducted one-day demonstrations of Salesforce and Microsoft Dynamics CRM
  - Selected Microsoft Dynamics CRM and Webfortis as an implementation partner
  - Kicked off CRM implementation on June 28
  - Completed CRM system design utilizing the work from the process analysis and data modeling workstreams
  - Built and strengthened 10 integrations to existing systems
  - Mapped data migration from existing CRM system to MS Dynamics CRM
  - Created and began delivery of comprehensive training for internal and PMC staff
  - On track for go-live by end of September

Budget

- As noted in the March 2012 board update, the project re-allocated the remaining $2.2 million of the approved budget to complete phase 1, and advised the board that additional funding would likely be required to complete phase 2.
- Through July 2012, the project has expended $750k and estimates additional expenditures of $650k to complete phase 1 for a total phase 1 anticipated expenditure of $1.4 million.
- Staff anticipates $800k from phase 1 not being needed to complete this phase. Staff proposes to carry these funds over for use in phase 2. Staff is still detailing a full phase 2 budget and schedule needed to complete the ISI project. This will be presented to the board through the 2013 budget authorization process.