

MEMORANDUM

DATE: January 3, 2017

TO: William Stowe, CEO and General Manager

FROM: Peggy Freese, Chief Financial Officer
Amy Kahler, Director of Customer Service
Pat Bruner, IT Services Manager
Wally Gordon, IT Technical Business Analyst

SUBJECT: Recommendation for Utility Billing System Replacement (CRM)

RFI – Utility Billing System Replacement

In April 2015, staff drafted a Request for Information (RFI) for a new utility billing system. The RFI was published to the bids page of DMWW’s website and was sent directly to known utility billing system vendors. We received responses from 11 qualified vendors. In July 2015, we hosted all 11 vendors giving them the opportunity to demonstrate and explain their solutions to a large cross functional team of DMWW employees. Customer Service, Finance, and IT departments were well represented at all levels (Senior Management, Supervisors, Crew Leaders, and front line staff who will be using the product). The vendors that participated and their products include:

- Clevest – Utility Mobil Workforce Management
- Itineris – UMAX
- Infor – CRM
- Cogsdale – CRM
- Advanced Utility Systems – CIS Infinity
- Systems & Software – enQuesta 5R
- Daffron - Daffron
- Oracle – Customer Care and Billing (CC&B)
- Origin – Oracle CC&B
- Blue Heron – Oracle CC&B
- Wipro – Oracle CC&B

Based on what we learned from the site visits, we were able to put together approximate numbers for the 2016 budgeting process. A budget request was made for 2016, but we did not have sufficient justification to successfully pass the 2016 budgeting process.

RFP – Utility Billing System Replacement

In March 2016, staff started the process of justifying the project with the goal of it passing the 2017 budgeting process. Staff drafted a detailed Request for Proposal (RFP) for a new utility billing system and on April 29, 2016 we sent the RFP to the top five RFI respondents from 2015. The top 5 were selected based on the input from everyone involved in the RFI site visits in 2015. All five vendors responded expressing interest and sent us detailed RFP responses based on requirements established within the RFP. Multi-day site visits were scheduled and completed in June 2016. The top five finalists that participated, and their products include:

- Clevest – Utility Mobile Workforce Management
- Itineris – UMAX
- Advanced Utility Systems – CIS Infinity
- Systems & Software – enQuesta 5R
- Origin – Oracle CC&B

In the month following site visits, each member of the core project team evaluated and scored each vendor based on the following criteria:

- Core Business strategic fit
 - Automated notifications & actions
 - Backflow
 - Billing
 - Collections
 - Customer Relationship Management
 - Customer web portal
 - Dynamic configurability
 - Integrations
 - Meter Management
 - Rate setup & management
 - Mobile field service
 - Reporting
 - Business Intelligence & Analytics
- System user experience
 - Simplicity
 - Total user experience
 - Training
- Implementation
 - Project methodology
 - Timeline

- Cost
 - Software licenses
 - Professional services
 - Hardware cost
 - Estimated travel expenses
 - Additional module costs
- Technology stack & fit
 - Technical fit within our existing software stack
 - Security
 - Configurability
 - Scalability
 - Licensing
 - Programming language
 - Updates, patches, releases
 - Best of Breed

Vendor score cards unanimously identified the preferred vendors were Advanced Utility Systems for a customer billing and information system, and Clevest for our mobile field and workforce management system. In addition, staff was able to put together sufficient justification to successfully pass the 2017 budgeting process. The project timeline was modified in order to split the cost between 2017 and 2018 budgets.

Recommendation

Pending satisfactory results of reference checks with other utilities, we recommend that the Advanced Utility Systems CIS Infinity product partnered with the Clevest Mobile Workforce Management product be selected as our Utility Billing System partners. The project includes costs of \$1.9 million for 2017 and \$2.2 million for 2018. We are currently working with the vendors on professional service agreements with the goal of signing vendor contracts by March 1, 2017, and a project kick off of June 6, 2017.