



- Regulated Public Utility
- Provides utility services to 53,000 residents in the City of Burbank in California's Los Angeles County
- Customers Served: 53,000 Electric, 26,525 Water, 47,610 Refuse, 53,216 Sewer

RESULTS SNAPSHOT:

- New CIS billed with 99.98% accuracy on Day 1
- Go Live occurred within projected timeframe
- Project came in 25% under budget
- Award honored for "Best CIS Implementation"

From Start to Finish, TMG Consulting Assists Burbank Water & Power with Award Winning CIS Implementation

As a forward thinking utility, Burbank Water & Power (BWP) applied for and received a grant from the U.S. Department of Energy to develop smart grid infrastructure in the City of Burbank. The program was completed over eight years and involved 15 separate sub-projects, one of which was updating the City's Customer Information System (CIS). As a mission-critical business system essential for optimizing smart grid technology, BWP's CIS had to be robust, flexible and contemporary. Upgrading or replacing its current CIS was also important for customer satisfaction in an increasingly competitive and complex industry. Utility customers are more sophisticated than ever, desiring greater information granularity and accessibility to the data from their platform of choice.

CHALLENGES OF BURBANK WATER & POWER'S CIS, PRIOR TO REPLACEMENT

- BWP's CIS operated on a client-server environment that utilized an aging data model and unsupported hardware and software platforms.
- Increasing legislative mandates regarding sewer and storm water discharge and electric and water consumption, require comprehensive recordkeeping and reporting capabilities.
- Continued dependence on the legacy CIS was risky, operationally challenging and did not provide the reliability, flexibility and room for growth required going forward.

Most systems, including BWP's legacy CIS, could not accommodate these types of changes without significant system redesign, recoding and, hence, investment. BWP determined that a modern browser-based CIS was an important foundational element allowing BWP to position itself for success, now and into the future.

SOLUTION

Early employment of an experienced selection advisory firm is a critical component to a successful implementation project. BWP's first step was to hire TMG Consulting to guide the utility through the CIS selection and implementation plan from end to end. A track record of success was already established between the two organizations during the implementation of BWP's original CIS in 2003.

By employing lessons learned from vast experience, and the utilization of a series of proprietary, proven methodologies, TMG helps clients facilitate on time and on budget implementations. The consulting firm's 100 percent success rate is testimony that their clients have been able to sidestep the potential pitfalls that other utilities face: costly mistakes, endless change order requirements and even project failure.

In this partnership, TMG assisted BWP in every step of the project; from application planning, procurement, implementation, as well as managed services support post-

implementation. “Our early involvement was critical to the process,” stated Tim Almond, EVP at TMG Consulting. “We were involved 19 months before we started the application selection process. Getting involved on the front end allowed us to carefully guide Joanne Fletcher and her team to success from start to finish.”

A PRAGMATIC APPROACH

Early in the process, the executive team at BWP defined a singular goal to contain the scope of the project: **Deliver timely and accurate bills to the customer.** This guiding principal drove all major decision making during the solution procurement and implementation project. As options came forth throughout the process, the question would be asked again: Does this help accomplish the goal of delivering timely and accurate bills to the customer? If focus was getting diverted from the main objective, quick course correction took place to get back to the task at hand.

CHOOSING THE RIGHT APPLICATION & SYSTEM INTEGRATOR

BWP relied on road-tested methodologies conducted by TMG to determine which direction would best fit their needs; upgrade their current CIS system or replace it with a new CIS altogether. After an extensive evaluation process, the City chose to replace their CIS with Oracles’ Utilities Customer Care & Billing (CC&B) CIS.

Key considerations were:

- Life cycle cost
- Implementation risk
- Organizational impact
- Operational risk
- Operational benefit

After an unbiased, competitive bidding process, Ernst & Young was selected as the system integration firm due to their deep experience with Oracle Customer Care & Billing applications. Oracle’s commitment to continuous investment in its software in order to keep it relevant for future business requirements was a key factor in the software choice.

TMG’S PROVEN PROPRIETARY METHODOLOGIES

INFORM BEST POSSIBLE DECISIONS:

- Application Plan Methodology
- Procurement Methodology
- Project Management Services
- Quality Assurance Methodology
- Testing Services
- Post Go-Live Stabilization Support

Ron Davis, General Manager at BWP, expressed his appreciation of the expertise TMG brought to the table, “The project advisors from TMG were critical in seeing the project through to completion, on schedule and under budget. Despite a number of very critical challenges this team pulled off a near perfect implementation.”

RESULTS

BWP achieved its project goal with the successful go-live of its new CIS in February 2014: the new application billed with a 99.98 percent accuracy date on day one. The transition to the new CIS appeared seamless to the community ensuring a continuation of trust and goodwill between BWP and its customers.

The project achieved great success from a financial perspective as well, finishing at 25 percent under budget. In addition to signs of positive financial and customer satisfaction improvements, BWP is now properly positioned to handle any and all future legislative, regulatory and customer service requirements.

“The key attribute of a successful CIS implementation to know what you don’t know and rely on your experts,” stated Joanne Fletcher, Assistant General Manager at BWP and Project Sponsor.

BWP and TMG Consulting, celebrated the outcome of the CIS project together at CS Week 2015 when BWP was awarded the “Expanding Excellence Award” for “Best CIS Implementation” for a Level II Utility.

