

OFFICE OF THE TOWN
MANAGER



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Town of Shrewsbury

MASSACHUSETTS 01545-5398

June 10, 2016

To: Library Building Committee

From: Daniel J. Morgado

Re: Meeting Notice & Agenda

RECEIVED
TOWN CLERK'S OFFICE
2016 JUN 10 PM 12:07
SHREWSBURY, MASS

The next meeting of the Committee will be **Wednesday, June 15 at 7:00 PM in Conference Room A – 100 Maple Avenue** to consider the following agenda:

AGENDA

1. Preliminary - 6:00 PM – Site visit to job site located at 609 Main Street. Note this is a site visit only and not a public meeting therefor there can be no deliberations (See G.L. c. 30A, s. 18).
2. Call to Order – 7:00 PM
3. Accept minutes of the May 25, 2016 meeting (hold until July meeting)
4. Act on the following bill schedules:

Vendor/Item	Amount
Fontaine	TBD
PMA	TBD
LPA	\$15,000.00
Dynamic Janitorial Cleaning	\$245.00
Hillyard-ROVIC Cleaning Resources	\$2,533.58
Nation Wide Ladder & Equipment	407.52
	\$17,778.58

5. Reports from Design/OPM/CM at Risk Team
 - Project schedule & budget
 - Status report on any regulatory matters

- Outstanding design or construction issues
 - Others as necessary
6. Review, discussion and action by the Building Committee
 - Review and action relative to any design, construction or budgetary issues
 - Funding of additional hours for technology support staff
 - Window treatment proposal
 7. Review and act on correspondence as necessary
 8. Review Meeting Schedule
 9. Other business
 10. Adjourn

Attachments & Additional Materials

Bill schedules as noted

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Massachusetts 01545-5398

May 25, 2016

To: Finance Committee
From: Daniel J. Morgado
Re: Personnel Matters

I wish to bring to your attention two personnel matters and what I am proposing to implement:

Library Department

The current FY 2016 and FY 2017 Library Budget carries a 19 hour per week (A-3) position to handle the IT function for the computers that are not part of the Town's overall network. This would be the computers that are connected to the CWMARS system and the public access computers and related peripherals. This is upwards to 60 machines total when the new library opens shortly.

Mrs. Dolan has advised that she cannot meet the needs of her department with a 19 hour per week position in light of the upcoming move into the new facility. She is also concerned that the person doing this work is going to leave for a full time position. She plans to seek this position to go to full time in the FY 2018 Library budget.

I am proposing the following solution:

1. The Library Department continues to fund the 19 hours per week.
2. The Library Project picks up 18.5 hours per week as a temporary employee (\$21,313). In the past we have hired clerks of the works and other part time employees from project funds.
3. The Board of Library Trustees makes use of grant or trust funds to handle health insurance and Medicare expenses (Cost TBD on type of plan (if any) selected).

The incumbent for this position will be evaluated over the next four months to determine if he should be offered continued full time employment beyond June 30, 2017. If so, then the position will be carried in the FY 2018 Library Budget or as part of the MIS/IT arrangement I have with SELCO.

Water Department

As you heard at the Town Meeting, the last remaining performance standard that we have not archived is Unaccounted for Water (UAW). In gallons terms, we are unable to account for about a third of the water we process into the system or 1.2 MGD. The performance standard is no more than 10%, we are at 33.6% (2015). We have taken every action suggested by experts including the full meter replacement and still satisfactory progress has not been made.

We have now brought in Weston and Sampson (sewer engineer of record) as a third set of eyes focusing on finished water and all of monitoring and measurement associated therewith. Our water engineer of record Tata & Howard is also working independently seeking a solution(s) but have not turned up anything significant to date.

We also are focusing on rolling out a new utility billing module which will allow for a complete review of all accounts tied into the system (see attached). The problem is that this is a very labor intensive process and additional clerical staff at the A-2 level is required in order to free up Mrs. Horne (Water Department) to work with Mrs. Malaver (SELCO MIS/IT) in what is expected to be an intensive six month effort.

It is possible that a key to the UAW problem can be found during this software conversion.

Within the Water Department budget is funding for an 18 hr/week (A-2) position. I plan to fill this position full time as soon as possible in order to free up Mrs. Horne. The extra cost for this position is \$16,731 plus the benefit package that will be split 50%/50% between water and sewer.

In the FY 2018 budget, the incumbent will either be kept on at full time, reduced to limited part time or shared with another department. Eventually, there will be an opening through attrition somewhere in the building and staffing can then settle back to the current level of 2.48 FTE clericals in the Water and Sewer Departments.

I will review this matter with you when you next meet on June 16, 2016.

Please advise with any questions.

Cc Board of Selectmen
Ellen Dolan
Robert Tozeski
John Covey
Mary Thompson

Shrewsbury Water Department

Utility Billing/Customer Information System

Roadmap and Planning Guide - Introduction

The Town of Shrewsbury uses the Tyler Technologies product MUNIS for financial management. The Utility Billing module of that system, known as UB Classic, is being replaced by a more modern interface known as UB/CIS (Utility Billing/Customer Information System). Additionally, we have uncovered some underlying data issues which need to be addressed during conversion. Furthermore, there has been an additional need in accurate reporting and statistical analysis of water consumption and historic trends of usage. These issues may require additional resources (funding and/or staffing) to address. This document will attempt to address the issues, goals, risks and recommendations as a roadmap for success with UB/CIS.

Issues

In reviewing the UB Classic to UB/CIS conversion project, several key issues have arisen. Namely;

UB Classic End of Life - As stated above, the module we are using in MUNIS is UB Classic. Currently we run MUNIS version 11.1. As part of our MUNIS plan, we review and upgrade to the latest module of MUNIS yearly. However, MUNIS has developed the new module for utility billing (UB/CIS). While they have provided UB Classic in version 11.1, there is no guarantees that they will include this as part of future releases of their product. With the 11.1 upgrade, we lost some functionality in the UB Classic module that MUNIS will not provide an alternative for. Additionally, all training materials that are now coming out of MUNIS are all based on the UB/CIS module and not UB/Classic. MUNIS has not yet released an official "end of life" date for the module, but all indications are that it will be soon. If we wish to continue to be effective using MUNIS for water billing, we will need to make the proactive switch to UB/CIS now.

Data Issues - Over time the direction and goals for MUNIS data have changed. Historically, the process we've followed in managing accounts, updating meters, providing detail and synchronizing with other land-use and revenue systems has been inconsistent. For example, we have thousands of duplicate accounts that have been generated when residents move from one address to another. Parcel information and/or other address details from our assessment or tax billing modules are not synchronized with each other. In some cases default values have been entered in fields, or they are simply blank. Meter values sometimes are not tracked during change out, and the internal meter and external reader sometimes do not agree. Data is missing or incomplete; as part of our upgrade we need to get a handle on this data.

Reporting Issues and Concerns - Reporting in MUNIS is problematic at best. This is simply the nature of the tool. As a response to this, Tyler has provided us with a Crystal Reports library of prepared canned reports. However, these are just the basic default reports. Often, as needed, managers can pull one of these basic reports and modify the settings to generate a new report. However, the concern is that if we have multiple versions of these reports (each with their own individual set of variables) that this may lead to conflicting data results when these reports are published. This can be compounded by the data issues, since referencing one field or selection criteria over another will provide different results. Clearly these reporting needs need to be clarified and documented. Furthermore the most common required reports should be run as part of a scheduled process to make them more readily available for management.

Future Requirements - With most mandated reporting, the basic information is all that has been required. However, as mandates change or increase, and as data details become more demanding, the need for additional fields, more reports and more frequent reporting will continue to rise. This will require addressing the data issues outlined above, installation of the UB/CIS module, all the reporting work discussed above and most likely changes in the current business process for account management.

Goals

In order to address the above issues, we need to clearly state the goals we wish to accomplish. There may be additional projects or plans that come out of this roadmap, but these should be our ultimate goals.

1. Convert the current UB Classic to UB/CIS.
 2. Review and refine the billing and Account management process, as well as data collection.
 3. Validate current data and cleanup issues.
 4. Synchronize data between MUNIS UB/CIS and Tax revenue module; insure consistency with the VISION appraisals system (Parcel ID#).
 5. Review and document reporting requirements. Automate those reports and validate results.
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Risks or Concerns

There are certain risks and concerns that may impact success of this project moving forward.

1. **Availability of funds** - There is a cost associated with conversion from UB Classic to UB/CIS. The initial estimates are \$7,500 just for conversion alone. There may in fact be more professional services required from MUNIS to make this project a success.
2. **Impact upon the monthly/quarterly billing process** - The Water Departments runs monthly billing, but only bills one quarter of the town each month. So the billing cycle must be taken into account for it's impact on a successful conversion. Both from a scheduling conflict and business impact perspective.
3. **User adoption** - The UB/CIS module has significantly different features than UB Classic. This will present a learning curve for staff using the system and must be addressed with additional training.
4. **Staffing resources** - Town Staff already are working at a lean capacity. Day to day operations has to take precedent over the conversion process. But this may in effect delay that conversion if internal resources are not available. This may delay project timelines to accommodate staff constraints.
5. **Negative impact to other departments** - The change in interface will impact any other department that access the water module, whether for simple lookup of for accounts receivable. Also, access to water data and reporting may be limited during conversion, and other departments may need to assist in determining access points into other systems (Parcel ID from Vision, etc.).
6. **MUNIS 11.2 Upgrade Cycle** - We are scheduled to upgrade MUNIS to version 11.2. Given the timeline of the conversion project; this can potentially cause a conflict.

Recommendations

In order to address the above issues, we need to clearly state the goals we wish to accomplish. There may be additional projects or plans that come out of this roadmap, but these should be our ultimate goals.

1. **We must migrate from UB Classic to UB/CIS.** This project has a data conversion process that takes approximately 3 months to complete. We also have several hours of consulting time with MUNIS that will expire when the contract (which is up for renewal) ends at the end of April. We need to sign the agreement with MUNIS to secure these consulting hours, and schedule the project with their professional services group ASAP.
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2. We need to make a thorough process review of the billing, account management and data collection process that the Water Department uses today. This will allow us to insure that any changes predicated on the UB/CIS upgrade will run smoothly and not adversely affect productivity. This is approximately a three to five month process that can be done in parallel with the UB/CIS conversion, but must be timed appropriately in the latter stages to complete after the conversion is done. This needs to be integrated with training on the new UB/CIS system; not only training staff on any new screens or options, but also on any new procedures or processes to follow at the same time.
 3. A project must be undertaken to clean up all incorrect data. Duplicate accounts need to be removed (integrated for historic usage purposes or archived outright). Incorrect or missing fields need to be corrected and addressed. Data validation should also be done as part of this phase. This process may take 3-five months, and may also occur in parallel to the UB/CIS conversion project. In fact, we may look to have a scope of work estimate from MUNIS to do this part for us. Linking the MUNIS water data to the appropriate parcel ID It Tax revenue should also be addressed in this phase.
 4. Identify and document all reporting needs and set up/train all staff on the use of the reporting tools. Set up MUNIS job schedulers to automate running these reports.

Timeline (General)

The above outlined recommendations can be completed in approximately 6-9 months. There are some inter-dependencies in each step. However, the scheduling constraints, risk factors and the effect of day to day operations may adversely affect that timeline. Additional project resources (consulting) may be required to keep the duration as short as possible.

Review

The Town of Shrewsbury must upgrade their utility billing software module to UB/CIS. There are several risk factors and issues that may affect the outcome of this process, but in order to meet the goals established, these steps must be taken. The underlying data issues which have existed for a while can be addressed at the same time. But in order to keep business impact low we may need additional outside resources to meet the proposed timelines.

In any case, we need to commit to the initial scope and agreement on conversion with MUNIS. Their quoted numbers reflect discounts and consulting hours that will expire when the contract does. Also, the MUNIS team's resource are scheduled out far in advance. Further discussion can take place as the process progresses, but we need to commit to the quote asap.

Shrewsbury Water Department Utility Billing/Customer Information System

Tasks

1. Fully integrate backflow into MUNIS. Establish requirements and standards for data recording.
 2. Clean up duplicate data and other data issues. Part of the UBCIS Rollout, but has to happen in parallel.
 3. Change the account management process/billing process to match the process in UBCIS; process and standards insure data integrity.
 4. Fully synchronize Vision, Munis and the water billing module to insure that all accounts are associated with the appropriate parcel. This may be done in two steps; first step to roll out UBCIS, second step to synchronize automatically on an ongoing basis.
 5. Convert the current UB Classic to UB/CIS. Project starts 6/8, will take 3 months to convert data - implementation in test 9/16, convert to production in mid October. PLEASE NOTE - Any delays in data cleanup will delay the project significantly.
 6. MUNIS Version 11.2 will be rolling out in July-August timeline. May cause resource conflicts.
 7. As part of both 11.2 and UBCIS, we are deploying the dashboard. This will dramatically change how the current system looks and feels.
 8. Stormwater Billing; we recommend doing this piece after the UBCIS rollout.
 9. Other projects and day to day operation conflicting with the completion of above.
 10. Review and document reporting requirements. Automate those reports and validate results.
 11. Change water billing from rolling quarterly to monthly for all accounts.
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