Project Closeout Report

January 16, 2020

Project Name: FAMIS Transition to Cloud (FAMIS Cloud)

Agency: NDUS

Business Unit/Program Area: Facilities – UND, NDSU, VCSU, NDSCS, BSC

Project Sponsor: Tom McNaughton

Project Manager: Patricia Johnson

Objectives		
	Measurements	
Project Objectives	Met/ Not Met	Description
Facilities & Maintenance	Met	1.1.1: Ability to group work orders into parent/child relationships (maintenance projects) throughout the full work order lifecycle.
	Met	1.2.1: Payroll, general ledger, and accounts receivable processing without disruption to payroll schedules.
	Met	1.2.3: Ability for work order lifecycle workflows to continue per state auditing requirements.
Inventory Control	Met	1.2.1: Replicate current inventory control processes, per state auditing requirements.
Space Management	Met	1.3.1: For campuses using this module, ability to accurately calculate 2019 space report across campus.
Mobile (AppTree)	Met: NDSCS & VCSU, Partially Met*: UND & NDSU	1.4.1: For technicians in the field, ability to log work orders & order parts with mobile application. *enhancements to the mobile app functionality, including single sign-on for technicians, are pending.
Utility Management	Not Met*	1.5.1: For campuses using this, replication of current processes, per state auditing requirements. *will be met with delivery of utility reports in Q1 2020
Capital Planning (Project Center)	Not Met	1.6.1: For campuses using Capital Planning, replication of functionality and integration with PROJECT Center – with the ability to manage construction projects, including scheduling, benchmarks, and costs in one location, per state auditing requirements.
Keys	Not Met*	1.8.1: For each campus, increased or equivalent tracking of key inventory compared to on-premises solution. *will be met with development expected in Q1 2020: improve return process, add filters to select by status and type for keys with multiple copies, and rework the "change key holder" process.
Reporting	Partially Met* (VCSU: Met)	2.1.1: NDUS Job Billing – Detail by Export *larger campuses are unable to proof reports the same as with FAMIS Classic. Vendor's development team is working to create the report in Analytics.
	Partially Met*	2.1.2: NDUS Job Billing Proof – Detail *larger campuses are unable to proof reports the same as with FAMIS Classic. Vendor's development team is working to create the report in Analytics.
	Partially Met*	2.1.3: NDUS Job Billing Proof – Summary *larger campuses are unable to proof reports the same as with FAMIS Classic. Vendor's development team is working to create the report in Analytics.

	Partially Met*	2.1.4: NDUS Job Billing Summary by Export Date Range *larger campuses are unable to proof reports the same as with FAMIS Classic. Vendor's development team is working to create the report in Analytics.
	Partially Met* (VCSU: Met)	2.1.5: NDUS Space Room Information: *some campuses are using a new report developed by the vendor for some, but not all 17 Space previous reports available in FAMIS Classic.

Schedule Objectives					
Met/ Not Met	Original Baseline Schedule (in Months)	Final Baseline Schedule (in Months)	Actual Schedule (in Months)	Variance to Original Baseline	Variance to Final Baseline
Not Met	13 months	14.5 months	22 months	81.7%	63.1%

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	$219,836	$262,786	$264,313	20.2% over	0.5% over

Major Scope Changes		
Addition of the Project Center module. (Later dropped from annual contract).	Approximately 4 weeks added to baseline schedule. This pushed Phase 2 modules go-live to 3/31/19 in the baseline.	$25,000
Delay Space Survey go-live for new development.	Module was scheduled to release with other Phase 2 modules, but due to Accruent reworking the module, decision was made to delay the implementation. Go-live postponed to late June.	No charge from Accruent
Delay Keys go-live for new development (NDSU & NDSCS)	July go-live (delayed from late March & then late May) postponed to late November. Keys module stopped & reconvened in mid-October.	No charge from Accruent
Delay & then drop Utilities go-live (UND)	UND only: delayed the go-live from early July (delayed from late March and late May) as scheduled to late November 2019. Later dropped.	$9,250 (covered by UND)

Lessons Learned

Recommendation #1:

Hold multiple meetings between campuses, Core Technology Services (CTS), and the vendor in advance of signing a Statement of Work (SOW), to address all verbal commitments or other campus expectations. Require attendance by the assigned sales, implementation, and (Customer Success Manager) CSM reps from the vendor to guarantee alignment between those vendor groups.

Along with heavy and early campus involvement with the SOW, having all aspects of the vendor enterprise available for a more discovery-like process before the document is signed would help avoid a reliance on promises and sales pitches. The ideal is to have all expectations documented in the SOW, and clarity when expectations can't be met.

Recommendation #2:

Consider requiring a vendor CSM resource and process to all future implementation SOWs.

Having an assigned vendor resource available for customer success from the beginning who would be accountable to the project before there are issues would be beneficial.

Recommendation #3:

Share meeting notes from the Executive Steering Committee (ESC) with entire project team in an email, rather than just posting in Team Dynamix.

Providing these directly to all team members after each ESC might assist in bringing awareness and attention to the decision-making authority and processes of the project.

Additional time may have been needed for resources to gather data and conduct user acceptance testing (UAT).

Success Stories
• The ability to track capital projects is much easier than in Classic. • The basic functionality works very well for smaller campuses. Two additional campuses are planning to join. • That the software is web-based is a plus. • The collaboration overall was good, and some campuses were instrumental in the success of some that were less engaged. • The self-service functionality is a positive.