**Project Statement:** Facilities Management Project – Investigate business needs and the use of systems and processes within FM, Space Administration, Office of Facilities Development & Capital Budget, and Materials Management to determine potential opportunities for consolidating process and eliminate system redundancies; build full data integration with Western core ERP system Banner and possibilities for better leveraging new or existing technologies to provide the campus with seamless, best-in-class customer service.

Phase 1 – Discovery (business requirements) phase – October 2012 to February 2013  
Phase 2 – Detail BPA Fit/Gap Analysis phase – March 2013 - TBD  
Phase 3 – RFP for additional software based on Phase 2 Recommendations - TBD  
Phase 4 – Implementation phase for new processes and systems - TBD  
Phase 5 – Post-Implementation phase for fine turning and follow up - TBD

**Program:** Banner Initiatives

<table>
<thead>
<tr>
<th>Created and submitted by:</th>
<th>Date Created: 9/26/2012</th>
</tr>
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<tbody>
<tr>
<td>John Furman</td>
<td>Date Modified: 10/31/2012</td>
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<table>
<thead>
<tr>
<th>Key Process Owners:</th>
<th>Version: 1.8</th>
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<tbody>
<tr>
<td>John Furman – Facilities Management</td>
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<tr>
<td>Francis Halle – Space Management</td>
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<td>Rick Benner – Office of Facilities Development &amp; Capital Budget</td>
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<tr>
<td>Gayle Shipley – EHS</td>
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Current Situation

In 2005 Facilities Management purchased and then in 2007 implemented FAMIS, an off-the-shelf Enterprise Facilities Management software to replace Job Cost, an in-house Access database system. Job Cost was a flexible application, and with continuous support from a programmer, it was generally meeting WWU business needs. However, frequent Microsoft updates consistently broke the established programs requiring expert, and time-consuming fixing of the Access database portion of the software. The risk and expense of FM managing and owning independent servers along with lack of expert personnel backup were the key reasons for the purchase of FAMIS.

The intent was to have FAMIS be an Institutional campus system (not an FM system), shifting the application maintenance to ADMCS, discontinuing FM servers, and relying on vendor maintained system updates that would allow for WWU expansion needs. From a user standpoint, the intent of the original purchase was to have FAMIS be an enterprise facilities management system (ERP) similar to Banner for institutional financial management. The plan was to install the FAMIS Maintenance Management module to replace Job Cost, and then implement the Space Management and Capital Projects modules during subsequent phases. Over time, it appears the concept of an enterprise system was lost, and full integration of data and processes did not occur as intended.

Since FAMIS went live in 2007, many issues have surfaced from both external customers and internal business owners across campus.

- Perhaps because FAMIS was not fully implemented or developed, certain functionalities existent within Job Cost were lost in the transition. For example, much of the web-based interface functionality of Job Cost does not currently exist with WWU’s FAMIS implementation.

- With the drastic downward shift of the economy and reductions in State funding, departments within the campus often demand higher visibility and details of Facility Management service charges. FM has not traditionally been required to provide this detail level in its billing to internal customers; therefore the FAMIS system was not configured for this purpose. When it comes to campus contractors who do not perceive themselves as “Western” departments (Aramark, Dining Services), this summary billing process (as compared to a detailed invoice) frequently delays collection of moneys owed, increasing the risk of bad debt.

- Another issue is that FAMIS is not fully integrated with Banner. Funds are not encumbered when work orders are placed, and financial obligations are only transferred to Banner from FAMIS once a month. The result of this condition is that Banner often does not reflect the actual financial position of a customer. While that information is available through FAMIS, many customers do not have the training or are they interested in navigating through FAMIS to get information.

- Customers are not currently notified when requested services change status such as from a service request to work order, scheduled and completed. Although requestors have always had the ability to track their requests through FAMIS Self-Service; not all requestors understand how to track their work or have chosen not to do so. Currently many requestors simply call FM Work Control Center and are routed to the appropriate information provider.

Within FM, Operation and Renovation teams face multiple challenges from scheduling to resource leveling and planning. Even though the current FAMIS system is capable of performing scheduling, certain data elements required for it to function properly are missing or not being entered the way the programs are designed to function. FAMIS FMM Module does not currently have any resource management planning
Banner Initiatives – Project Initiation Document

tool. The lack of these key tools makes it extremely difficult for managers to proactively manage staff and accurately forecast needs, leading to a reactive maintenance mode of plant management. Without effective pre-written reporting, FAMIS users spend too much time manually extracting data into useable information in order to organize day-to-day work assignments and meet any State or campus report requirements.

For the FM Administration Team, while the FAMIS FMM module is sufficient in accomplishing the cost tracking and billing purpose, detailed information of charges by project is not readily and easily accessible to external users in BANNER. However, the lack of data integration between systems means that many of the processes used in day-to-day business require redundant or manual entry of data into multiple systems.

- **Time Entry:** During implementation, critical processes like time entry and procurement processes were not fully integrated with the core Banner system resulting in a mass volume of data being manually entered into two different systems.

- **Procurement:** As the new payment tool from JP Morgan was introduced to FM personnel for ease of purchase, the download of purchasing data added another layer of manual data entry into FAMIS material charges in order to accurately reflect the work order charges accordingly.

- **FAMIS Space Management & Capital Project Module (FSM and FCP respectively):** Since FAMIS Space Management & Capital Project Module were not implemented as originally planned, Western is not able to take full advantage of the integrated capabilities of a Facilities Management ERP system. Compounding the problem is that due to budget restraints that updates on critical data is not done in a timely manner including location data, equipment data, and preventive maintenance requirements. Banner location data, including building naming conventions and standardization of reported measurements, is also impacted. One of the examples is the building information for Space Management in FAMIS. While the data was loaded into FAMIS in 2007, changes for the buildings are not updated in a timely fashion. Out-dated information makes further automation or reporting impossible.

- **Office of Facilities Development & Capital Budget:** The potential exists for the Facilities Development & Capital Budget Office to use FAMIS Capital Project module to manage Western projects.
1. Phase 1 Approach, Scope and Deliverables

**Approach**

The core team will conduct interview either in group or by individual with all stakeholders; gather and document business requirements from each stakeholder group.

**Scope and Deliverables:**

a. Interviewing and work with all identified stakeholders and document all business requirements. The target areas are:

   i. Facilities Management
   ii. Office of Facilities Development & Capital Budget
   iii. Space Management
   iv. EHS Material Management

b. Identify common components required amongst these functional areas.

c. Based on the business requirements, complete a high level fit/gap analysis with Western currently owned systems which includes FAMIS, Banner, R25, EMS, or any others that uncovered during this discovery phase.
2. Functional Areas that will be Impacted

<table>
<thead>
<tr>
<th></th>
<th>Academic Affairs</th>
<th>Business Services</th>
<th>Capital, FM, Safety &amp; Parking</th>
<th>Enrollment &amp; Student Services</th>
<th>Financial Services</th>
<th>Human Resources &amp; Payroll</th>
<th>Information Technology</th>
<th>Internal Audit</th>
<th>Internal Control</th>
<th>Legal &amp; Policies</th>
<th>Outside Consultant</th>
<th>Planning &amp; Budgeting</th>
<th>University Advancement</th>
<th>University Relations</th>
<th>All Others</th>
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<tr>
<td>Impacted</td>
<td>X</td>
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<td>Resources Required</td>
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“All Others” include:

HR
EHS
University Residences
Recreation Center
Viking Union Facilities
Purchasing
Telecommunications
Transport Services
Lockshop
Academic Technology
Dining Services
Student Health
Athletics
3. Identify Stakeholders

Primary Stakeholder Groups:

- b. Space Administration – Francis Halle
- d. Materials Management – Gayle Shipley

Funding Authorities – Major work requestors with funding workbenches in the FAMIS application

- a. State Funded Facilities Management
- b. Office of Facilities Development & Capital Budget
- c. University Residences
- d. Recreation Center
- e. Viking Union Facilities
- f. Dining Services

Other Stakeholder Groups:

- a. University Residences
- b. Recreation Center
- c. Business Services - Purchasing
- d. Telecommunications
- e. Transport Services
- f. Lock Shop
- g. Academic Technology
- h. Parking
- i. Human Resources
- j. Extended Ed
- k. Conference Services
- l. Athletics
- m. Student Health Center
4. Team Members

Phase 1 – Discovery Phase

Co-Sponsors:

a. Brian Sullivan, AVP of BFA
b. John Lawson, CIO

Core Team Members:

a. John Furman, Director of Facilities Management
b. Wanna VanCuren, Director of Financial Systems
c. Bob Schneider, Director of Academic Computing Services
d. Emmett Folk, Project Analyst

Team Members:

a. Gary Jordon – FM Accounting
b. Bill Managan – FM Operation
c. Scott Slagle - FM Renovation
d. Rick Benner – Office of Facilities Development & Capital Budget
e. Diana Rosen – Office of Facilities Development & Capital Budget
g. Francis Halle – Space Management
h. Gayle Shipley – EHS
i. Steve Weinberg – ADMCS
j. Sally McKechnie – Purchasing
k. Randy Stegmeier - Lockshop
l. John Gaythorpe - Telecommunications
m. John Zuzarte - Transport Services
n. Martin Reed - University Residences
o. Greg McBride - Viking Union Facilities
p. Adam Lenard - Recreation Center
q. Kurt Willis - Aramark Dining Services
r. Julia Gassman - Parking
s. Rob Galbraith - Academic Technology

team members will depend on the scope of different phases and there may be additional team members later.
5. Relationship to Banner Initiatives Objectives

**Banner Initiatives Objectives:**

- **Simplify and automate business processes by implementing best-in-class practice**
  - Avoid human errors
  - Improve data integrity
  - Reduce process cycle time and unnecessary paperwork and handling
  - Increase productivity and improve accuracy
  - Integrate systems and reduce/eliminate redundancy and shadow systems

While this phase of the project does not involve implementation of any new systems or processes, the focus of the analysis will be aimed at determining best-in-class practices. The goal of this phase is to determine our current needs in each of the key areas and recommend appropriate to those needs in a more effective and efficient manner.

- **Improve services to campus and boost customer satisfaction**

Another focus of this Discovery phase is on how the existing system(s) can be improved to provide better services to campus and improve customer satisfaction. Needs of end-user groups will also be considered as a comprehensive list of business needs is compiled.

- **Improve reporting capabilities on:**
  - Management reports
  - State and federal reporting requirements

Part of the process of determining current business needs involves determining reporting requirements. Each stakeholder group will be asked what their reporting needs are and how those needs are being addressed (or not addressed) with the current system(s).

- **Deliver effective training program to all identified end-users across different departments prior to “go-live”**

While this phase of the project does not involve any training, the discovery team is making notes regarding training deficiencies and areas where training needs to be emphasized or improved.

- **Provide efficient post implementation support to end-users**

The discovery phase does not involve any implementation. However, support requirements and concerns are continually under consideration as various practices to satisfy a given business requirement are discovered. Support will also be addressed during both implementation and post-implementation support phase.
6. Risk Assessment (Phase I only)

Identify each project risk, including its impact and mitigation.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Impact</th>
<th>Mitigation</th>
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<tbody>
<tr>
<td><strong>Risk – Discovery Phase</strong></td>
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</tr>
<tr>
<td>As this project covers many departments, systems and personnel, time may not be sufficient to complete a thorough investigation and some needs may be missed.</td>
<td>Project deliverables may be delayed.</td>
<td>Obtain commitment from BFA management to maintain top priority of this project so sufficient resources can be allocate to this project in order to do and thorough analysis and meet the timeline at the same time.</td>
</tr>
<tr>
<td>With the limited resources from Facilities Management, there may not be enough resources allocated to this project in order to complete a thorough investigation and provide best-practice recommendations.</td>
<td>The analysis will be incomplete resulting in an incomplete list of business process analysis (BPA) for phase II of this project.</td>
<td>Obtain commitment from FM management and Work closely with FM personnel to allocate sufficient resource to this project.</td>
</tr>
<tr>
<td>Not enough support from ADMCS due to too much demand for their services at the same time.</td>
<td>Not sufficient technical support or advice will delay the timeline of this project.</td>
<td>Work closely with ADMCS team. Engage them in planning of the timeline of this project. Obtain funding, if necessary, to hire consultant to fill the gap.</td>
</tr>
<tr>
<td>Too many competitive projects at the same time may drain the resources required for this project.</td>
<td>Too many competitive projects for the same resource will result in delay of the deliverables for this phase.</td>
<td>Obtain clear direction from management for priority of each competitive project. Ensure that all business owners understand and agree with the timeline.</td>
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</table>
7. Research

The bulk of this discovery phase is to perform internal research to determine how we perform functions within and related to Facilities Management. However, external research will be done to determine industry standards and best practices at peer higher-education institutions. Core team members from Facilities Management, ADMCS and Financial Systems are planning to attend the FAMIS conference in November 2012 so to meet with other Universities personnel to further understand how they utilize the system.
8. Phase 1 Project Budget Request

The team is requesting the following budget for this phase 1, other funding request for different phases will be submitted separately during that particular phase:

<table>
<thead>
<tr>
<th>Purpose of the Funds – Phase 1</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Consulting session (40 – 80 hours together with travel expenses) with FAMIS or other required consultant(s), including Banner to assist in evaluating the high level fit/gap analysis during this phase. To determine whether FAMIS is the best fit and provide recommendations on any other possible software solutions based on Western’s business requirements.</td>
<td>$20,000.00</td>
</tr>
</tbody>
</table>