

Project Closeout Report

Submitted to Project Oversight on 06/08/2023

GENERAL INFORMATION

Project Name: Dynamics One Stop Shop (DOSS)

Agency Name: Bank of North Dakota

Project Sponsor: Lindsay Wagner

Project Manager: Jenna Buksch

PROJECT DESCRIPTION

In 2020, Bank of North Dakota (BND) engaged consultants to perform a feasibility study on implementing Dynamics365 to improve management of our loan pipeline, loan lifecycle servicing, Customer Relationship Management (CRM), and to create an online loan application and document portal. This feasibility study was presented to the BND Executive team on 3/12/21 and approval was obtained to request bids for the development of a system. The feasibility study identified system requirements which will be validated as part of the Analysis phase of the project.

PowerObjects has been selected as the vendor for the project and the proposed system, DOSS (Dynamics One Stop Shop), will replace the existing Baker Hill and Salesforce systems which BND currently uses for managing the loan pipeline, tracking outstanding and ongoing required loan documentation, CRM, and provide additional functionality.

SCHEDULE AND COST METRICS

	Project Start Date	Baseline End Date	Baseline Budget	Funding Source	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
Original Baseline	03/22/2021	06/06/2022	\$955,000	Special – BND Funds	06/09/2023	254	\$947,368.01	(\$7,631.99)
Final Baseline		04/13/2023	\$1,055,000	Special – BND Funds	06/09/2023	40	\$947,368.01	(\$107,631.99)

Notes:

BND added an additional \$100,000 funding to the project as the Fiserv integration was more than expected due to being unable to pursue an estimate from Fiserv until after the project was started.

BND budgeted costs for licenses and storage for the first year of using the system, however, when the budget was closed only costs incurred through the project were charged. This left a large difference in the variance with the project running under budget. However, BND did have contingency left and costs of licenses were far lower than budgeted.

The costs for the Dynamics system for May were estimated due to the NDIT bill for this month not being available at the time this report was prepared.

MAJOR SCOPE CHANGES

Schedule delays were due to vendor issues with understanding and documenting requirements, delivering functionality that was not complete or not as it was discussed in the requirements, and a high amount of staff loss throughout the project.

Due to incomplete development work on the portal for DOSS, it was decided to break the portal into its own deliverable to allow PowerObjects more time to finish development work after the MDA was released in November of 2022. This added approximately 6 months of additional time to the project.

There were 5 change requests that were completed with PowerObjects throughout the project. One of those CRs being to create an additional deliverable for the portal as explained above.

OBJECTIVES

Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Implement new CRM system and decommission use of the current systems (Baker Hill, Salesforce CRM, and SharePoint approvals).	Upon completion of each release, each included module is fully deployed and functioning according to documented requirements.	Met	Baker Hill, Salesforce CRM, and SharePoint approvals have all been decommissioned and the processes from this system are all included in the DOSS system. Each module deployed meets BND's requirements.
50% of lead lenders actively adopting the online portal	Application audit reporting to identify lead lenders who are using the online application.	Not Met Yet	As we learned more about the portal and leveraged change management planning, the project team decided that the portal deployment to lead lenders needs a separate project. This is due to the portal needing to be released in phases gradually to their customers. There is also a system enhancement planned to be completed in M&O that BND would like to complete before deploying the portal.
75% or 80% of BND users actively using the new CRM solution	Application audit reporting to identify employees who are using the online application.	Met	120 BND employees have access to DOSS and all are completing their work from within DOSS.

KEY LESSONS LEARNED AND SUCCESS STORIES

A lessons learned effort is performed after the project is completed. This process uses surveys and meetings to determine what happened in the project and identifies actions for improvement going forward. Typical findings include, "What did we do well?" and "What didn't go well and how can we fix it the next time?"

Key Lessons Learned and Success Stories
Vendor Staff Turnover - The amount of staff turnover with the vendor caused issues with the delivery schedule delays and gaps of knowledge of what was discussed during the requirements gathering phase. To help avoid this in the future, teams should ensure thorough documentation is completed on requirements, builds, and workflows to help smooth the transition of resources. Also, identify back up resources in case primary resources leave, so there are minimal delays during staff transitions.
Level of detail in initial feasibility study and requirements gathering - We found repeatedly through the project, that not enough detail was delved into or documented during the feasibility study. This was a reoccurring issue where what was thought to be simple functionality from the feasibility study was actually very complex and involved. This led to confusion and frustration from both sides of what was in the scope and led to additional time needed to clearly review requirements and ensure what was being built met the needs of the business unit.

Key Lessons Learned and Success Stories

Loan Boarding Efficiencies - As part of this project, APIs between the DOSS system and the Fiserv core were implemented which allowed automated loan boarding. Prior to this project, this was a completely manual process where Loan Servicing Associates keyed all loan information field by field. This automated boarding saves approximately 20 minutes per loan in employee time. This has allowed these employees to focus on other important work.

Improved customer experience - This project also created a customer facing portal where BND's partner financial institutions can apply for and manage their loans. Before this project, customers could only submit loan applications from a pdf form and email in supporting documents. They also had no insight into their tracking items or current loans. This allows BND's partner financial institutions to have greater visibility into their loans, provides a secure portal to apply for loans and upload documents, and allows them to better manage their tracking items and provide documentation to BND.