

SFA Modernization Partner Monthly Program Report

February 10, 2000

1.0 Program Status

1.1 Introduction

This monthly report is being produced as a deliverable of the SFA Modernization Partner Task Order for "FY2000 Program Support." This report covers the month of January 2000 and includes information on the overall status of the Program, achievements for the month, planned work for the next month, performance of the Program against schedule, and a summary of key Program Risks.

The format and content of this report are based on the guidelines provided in the FY2000 Program Support Task Order, standard project status reporting techniques, and input from SFA management personnel. The purpose of this report is to provide SFA senior management with information related to the performance of the Modernization Program team.

These monthly reports will be refined to improve their usefulness and the value they provide. Please address any suggestions regarding the content or format of these reports to the Modernization Program Office Manager (elisabeth.s.schmidt@ac.com or 703.947.2644).

1.2 Program Overview

Program Status

In the month of January the program's team have delivered three key deliverables:

- Enterprise Engineering and Integration Team -*Deployment Approach*
- Enterprise Architecture Management -*Recommended Application Architecture Standards Version 1*
-*Proposed Technical Architecture and Investment Management Improvements*

The *Deployment Approach* is a comprehensive view of the deployment process required to monitor the deployment of systems into production. The deployment approach ensures that all projects have planned for and/or completed the necessary activities to address all deployment issues – business continuity, coordination with other elements, organization, staffing, training, spares, site preparation, etc.

The *Recommended Application Architecture Standards Version 1* deliverable is a set of proposed enterprise application architecture standards for the use of internet architecture, integration architecture and data warehouse architecture. These standards form the foundation of application architecture components upon which the SFA environment will be modernized. These components address development, operations and execution architectures of technical environments. Vendors and products which provide the functionality required of each architecture component are identified. Selection criteria, evaluation results, and product recommendations are included for each component.

The *Proposed Technical Architecture and Investment Management Improvements* deliverable is

based on an analysis of SFA current environments. The *Proposed Technical Architecture* recommendations are specifically focused on the development and operations architectures. It illustrates the importance of the relationships between the execution, operations, and development environment and the impact they have on deploying an integrated business capability. The *Investment Management Improvements* are intended to ensure that the SFA Modernization Blueprint will be favorably assessed during future General Accounting Office (GAO) audits. The current version of the Modernization Blueprint was assessed and reviewed based on current GAO evaluation criteria and standards. This deliverable provides recommendations to address the identified gaps.

To date the Modernization Program has delivered the following key points of value:

- 1) We have significant participation in the SFA Intranet project to develop and deploy the first release of an Intranet for employees.
- 2) We have significant participation in scoping and planning the legislatively-mandated Ombudsman Customer Case Management System.
- 3) We have created skills and training development approach for the SFA CIO organization.
- 4) We have recommended to redirect, curtail or stop millions of dollars in contracts that were not directly going to contribute to lower costs, better customer service, or were out of line with the direction for cleaning up the back office systems (hairball).
- 5) A common origination and disbursement system has been conceptually designed with several industry focus groups, including schools, lenders, and guarantee agencies. The design will be complete by March 1, 2000. A specific implementation plan, including review of technology options, will then begin, with the pilot rollout scheduled for the 2002-2003 award year. This will result in significant operational cost savings, customer service improvements and employee satisfaction improvements.
- 6) A design of a Financial Management System will be completed by March 1, 2000 with a clear and actionable implementation plan for deploying capabilities starting fiscal 2000 through fiscal 2001.
- 7) A re-engineered loan servicing capability with early wins as well as long term positioning.
 - Making the servicing unit internet enabled (E-servicing).
 - Early retirement of CDS (current costs exceed \$18 million annually) with multi-million dollars cost savings in fiscal 2001 and beyond.
 - Early retirement of FARS, with multi-million dollar cost savings projects for fiscal 2001 and beyond.
- 8) A Products and Services Release Plan that defines the priorities, estimated timeframes and relationships of SFA initiatives. This Release Plan includes the cross-reference of all requirements contained in the Modernization Blueprint and Customer Service Task Force to the defined initiatives to ensure completeness.

2.0 Modernization Program Scorecards

The following scorecards provide summary status of each of the critical program management areas. The Program scorecard is an aggregate assessment of program performance. The scorecard was developed by conducting an assessment of individual projects within the Modernization Program, Common Origination, Direct Loan Servicing Reengineering and Financial Management System, and combining these assessments with an assessment of the Program management areas - PMO, EEIT, and Partner Management. Arrows are used to represent the trend of the element as compared to the previous months scorecard.

Assessment		Trend	
Red		No Change	
Yellow		Improvement	
Green		Declined	

Modernization Program Summary Scorecard

Measure	Assessment and Trend
Overall The purpose of the overall assessment is to provide a simple and easy to understand way to consider the interaction of the individual project management process areas in arriving at an overall picture of the health of the SFA Modernization Program.	 
Scope The scope has been defined, requirements are documented and authorized by the SFA and Modernization Partner.	 
Cost Performance Against Baseline The task order is fixed price.	N/A
Schedule Performance Against Work Performed Modernization Partner Program is achieving milestones on schedule, ahead of schedule, or within thresholds. All changes to delivery dates are being directed through the appropriate review and approval process.	 
Architecture The Modernization Blueprint baseline has been finalized. The Modernization Partner Program has not initiated any significant development work that involves architecture impact.	 

Measure	<u>Assessment and Trend</u>
<p>Risk Risks which would effect the successful execution of the Program have been documented and mitigation strategies have been developed. A risk profile has been created and is included in the Modernization Program Plan.</p>	
<p>Quality The Modernization Partner has developed a Modernization Quality plan as part of the overall Modernization Program plan. The Modernization Partner is implementing the Client Quality Management Assurance activities as defined in the Quality plan.</p>	
<p>Communication/Change Management The Modernization Partner is implementing its Communication plan as defined in the Modernization Program plan and integrating the efforts of the Organizational Transformation team into our work efforts and organization structure.</p>	
<p>Human Resources Human resource needs have been documented, approved, and available. The Program has the individual and group skills needed for the particular phase.</p>	
<p>Commercial Off the Shelf Software (COTS) Significant reuse of hardware, software, data, and/or process is being or will be utilized – purchased commercially and/or reused from other SFA initiatives, Andersen Consulting, or Legacy Contractors.</p>	

Common Origination Disbursement (COD) Project Scorecard

The following scorecard provides a summary status of each of the critical program management areas for the Common Origination Disbursement project within the SFA Modernization Program.

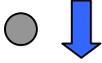
* This is the first month a scorecard has been completed for the COD project and therefore there are no trends.

Measure	Assessment and Trend*
Overall The purpose of the overall assessment is to provide a simple and easy to understand way to consider the interaction of the individual project management process areas in arriving at an overall picture of the health of the work authorization.	●
Scope The scope has been defined, requirements are documented and authorized by the SFA, Schools Channel, and Modernization Partner.	●
Cost Performance Against Baseline This project is part of the Modernization Partner fixed price task order.	N/A
Schedule Performance Against Work Performed Project is currently meeting Task Order milestones, however some future milestones are at risk of being missed. A catch-up plan has been developed that is accurately reflected in the work plan. The team is in the process of adding client resources and a SFA IPT lead to deal with sub-contractor issues.	●
Architecture The Project is in full compliance with Modernization Blueprint baseline or target architecture standards. The project has not defined any architecture changes.	○
Risk Project risks to successfully execute the Task Order has been identified, documented and prioritized and risk mitigation strategies are in place to deal with contingencies and unknowns.	○
Quality The Project is in the process of developing a documented quality plan and is complying with the requirements of the Quality plan.	○

Measure	Assessment and Trend*
<p>Communication/Change Management The team has facilitated community focus groups to determine the needs and expectations of the customers as well as worked closely with the Organization Transformation team dedicated to the Schools Channel in the early stages of the project. Additionally, communication and change management strategies have been incorporated as part of the project's workplan.</p>	<p style="text-align: center;">○</p>
<p>Human Resources Human resource needs have been documented, approved, and available. Project team has the individual and group skills needed for the current phase.</p>	<p style="text-align: center;">○</p>
<p>Commercial Off the Shelf Software (COTS) A review of COTS products has been incorporated into the project's work plan.</p>	<p style="text-align: center;">○</p>

Direct Loan Servicing Reengineering (DLSR) Project Scorecard

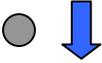
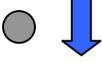
The following scorecard provides a summary status of each of the critical program management areas for the Direct Loan Servicing Reengineering project within the SFA Modernization Program.

Measure	Assessment and Trend
Overall The purpose of the overall assessment is to provide a simple and easy to understand way to consider the interaction of the individual project management process areas in arriving at an overall picture of the health of the work authorization.	
Scope The scope has been defined and agreed to by the students channel and Modernization Partner.	
Cost Performance Against Baseline This project is part of the Modernization Partner fixed price task order.	N/A
Schedule Performance Against Work Performed The work within this project is on schedule against revised (client agreed to scope and schedule). The project activities have been occurring late versus the original project plan. Target end dates have been adjusted.	
Architecture The Project is in full compliance with Modernization Blueprint baseline or target architecture standards. The project has not defined any architecture changes.	
Risk Project risks to successfully execute the Task Order of work have been documented, and mitigation strategies have been defined.	
Quality The Project is in the process of developing a documented quality plan and the project is complying with the requirements of the program plan, appropriate to the work required by the Task Order.	
Communication/Change Management Communication and change management strategies have been incorporated as part of the project's future workplan. A communication plan will be developed per the IPT findings.	

Measure	Assessment and Trend
Human Resources Human resource needs have been documented, approved, and available. Project team has the individual and group skills needed for the particular phase.	<input type="radio"/> 
Commercial Off the Shelf Software (COTS) A review of COTS products has been incorporated into the project's work plan.	<input type="radio"/> 

Financial Management System (FMS) Project Scorecard

The following scorecard provides a summary status of each of the critical program management areas for the Financial Management System project within the SFA Modernization Program.

Measure	Assessment and Trend
<p>Overall The purpose of the overall assessment is to provide a simple and easy to understand way to consider the interaction of the individual project management process areas in arriving at an overall picture of the health of the work authorization.</p>	
<p>Scope The scope has been defined, requirements are documented and authorized by the SFA and Modernization Partner, and formal change control has been implemented and is maintaining control. The FMS team has worked closely with the DLSR IPT and other IPT's to ensure checks and balances with regard to scope are performed.</p>	
<p>Cost Performance Against Baseline This project is part of the Modernization Partner fixed price task order</p>	<p>N/A</p>
<p>Schedule Performance Against Work Performed Project is currently 2 weeks behind project interim dates. However, the project team has reassessed the project plan and resolved inter-team communication issues. Project team does not anticipate any slippage in final deliverable dates.</p>	
<p>Architecture The Project is in full compliance with Modernization Blueprint baseline or target architecture standards. The FMS team has worked closely with EEIT to ensure compliance with architecture.</p>	
<p>Risk Project risks to successfully execute the Task Order have been documented, but either some risks have not been adequately defined or mitigation strategies have not been developed for all risks.</p>	
<p>Quality The Project is complying with the requirements of the program plan, appropriate to the work required by the Task Order.</p>	
<p>Communication/Change Management Communication issues between client and AC are currently being resolved. Team is currently working with change management resources to develop formal communication plan.</p>	

Measure	Assessment and Trend
Human Resources Human resource needs have been documented, approved, and available. Project team has the individual and group skills needed for the particular phase.	<input type="radio"/> 
Commercial Off the Shelf Software (COTS) Project is utilizing Oracle Financials with a minimum amount of custom coding.	<input type="radio"/> 

3.0 Summary Of Program Risks

Category	Description	Responses	Severity Of Impact	Ability To Control
Program	Employee concerns regarding Modernization and its effects on their roles and responsibilities and the entire organization	<ul style="list-style-type: none">• Communication to SFA employees (i.e. <i>Inside the SFA</i>)• Intranet website with information on Modernization Program• Holding town meetings sponsored by SFA	High	Medium

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<ul style="list-style-type: none"> • Developed materials for AC CQMA meeting scheduled for 1/20. • Continued design of Modernization Partner Project room materials • Reviewed CMM program for applicability to Modernization Partner • Completed development of project review template and sample • Draft IPT initiative recommendations for the Financial Partners channel and review with Barry Morrow 	<ul style="list-style-type: none"> • Postponed due to weather. Rescheduled for 2/11. 	<p>Release Plan initiatives</p> <ul style="list-style-type: none"> • Met with AC CMM expert and reviewed sample materials. Will determine if continued work should occur to ensure compliance of program. • Reviewed project review template with the CIO and deputy for eCommerce Application Development. • Identified 2-3 projects that could be potential IPT projects. Met with Helene Epstein to provide an overview of the Financial Partners process and discuss potential IPT projects.
<p>ENTERPRISE ENGINEERING AND INTEGRATION (EEIT)</p>	<ul style="list-style-type: none"> • Completed and delivered “Recommended Application Architecture Standards Version 1” deliverable #4.1.2 to selected CIO Management team members • Completed “Architecture Release Plan” deliverable #4.1.4 • Initiated CTI Architecture work stream • Revised “Portals Architecture” approach based on several meetings with CIO IT management team • Continued revision to the “System Integration & Test Approach” deliverable based on comments received from SFA Management team 		<ul style="list-style-type: none"> • Recommendations accepted with 2 exceptions which require follow-up

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<ul style="list-style-type: none"> • Finalized “Configuration Management Approach” revisions and resubmitted deliverable for acceptance • Started 1st draft of “Post Deployment Maintenance Approach” deliverable • Completed IPT work flow documentation effort • Continued “Common Operating Environment” (COE) work effort • Reviewed revised “Proposed Technical Architecture and Investment Management Improvements” deliverable #4.1.1 with IT management (Denise Hill) • Continued delivery phase workplan and funding strategies for the Internet , Integration, and Data Warehouse architectures • Started revision process of “Critical Methods/Standards Recommendations” deliverable based on comments/feedback from SFA • Reviewed NewTek/Domain internet portal product recommendations • Finalized Security Architecture staffing & draft deliverables framework 		
PARTNER MANAGEMENT (PM)	<ul style="list-style-type: none"> • Continue to develop the Contract Transition Preliminary Business Analyses • Continue effort to have each Modernization Partner staff member execute a Notice of Criminal Liability under the Privacy Act statement and an OF-306 Declaration for Federal Employment form. • Continue planning for relocation to Portals 		<ul style="list-style-type: none"> • Development Continues. Business Area Interviews: 15 Completed, 1 Scheduled, 1 To Be Scheduled. • 104 of 108 complete. 4 subs have not responded but have been working on other SFA contracts. • Planning continues. No firm space allocation or

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<ul style="list-style-type: none"> • Continue negotiation efforts with subcontractors • Delivered Interim Legacy Contract Transition Plan (v1.0) 	<ul style="list-style-type: none"> • Rescheduled final Legacy Contract Transition Plan and Acquisition Strategy Update deliverables to accommodate update to the Products and Services Release Plan 	<p>date yet.</p> <ul style="list-style-type: none"> • Efforts continue. 10 signed, 4 in final stages, 4 in progress • Version 1.1 scheduled for 2/4/00 • Legacy Contract Transition Plan - 3/15/00, Acquisition Strategy Updated - 3/31/00
<p>ORGANIZATION TRANSFORMATION</p>	<ul style="list-style-type: none"> • Students: <ul style="list-style-type: none"> • JVV revisions incorporated into Students Reorg package. Students reorg package presented to Greg and Candy. • Transmittal cover letter drafted for LMPC meeting (LMPC meeting canceled due to weather). • Schools: <ul style="list-style-type: none"> • Workplans for Schools Wave 2 implementation completed. Due to inclement weather, scheduled meetings with Kay Jacks did not occur. • Schools list of projects completed by Kay Jacks. • Financial Partners: <ul style="list-style-type: none"> • Met with Chris Ward— ITR for FP—to discuss FP Initiatives, Chicago Kickoff, and AC approach. • Met with Barry to discuss FP Initiatives and general AC approach for support. Further refined approach for kicking off initiatives, and how to involve 		<ul style="list-style-type: none"> • Students: <ul style="list-style-type: none"> • Approval to “move ahead” by Greg and Candy to submit Students reorg package for HRG approval. • Transmittal letter completed. Entire reorg package ready for presentation to LMPC. • Schools: <ul style="list-style-type: none"> • Wave 2 workplan still with Kay Jacks. • Financial Partners: <ul style="list-style-type: none"> • Agenda and approach for Chicago Kickoff session developed. • Revised PD for Program Development

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<p>employees throughout FP.</p> <ul style="list-style-type: none"> • Financial Partners Program Development PD forwarded to HRG. • CIO: <ul style="list-style-type: none"> • <u>ECommerce Application Development</u> • Created 4 position descriptions for the eCommerce Product Manager positions -- these have been forwarded to HRG for recruiting (1/27/00) • Creating one position & KSAs for Sr IV & V Manager -- will forward to Helene Epstein for review by end of week (1/28/00) • Moving forward with OM package • <u>IT Management</u> • Changed Sr Standards Mgr to Excepted Service (ES) position - forwarded to HRG for processing (1/27/00) • Creating Sr Architect Mgr PD and KSAs from ES position - Low priority (candidate not available until April) • Creating Sr Application Architecture Mgr PD • <u>IT Services</u> • Sr Services Mgr, Sr Call Center Mgr forwarded to HRG for processing (1/27/00) • Sr LAN/WAN Mgr, Sr Data Center Mgr forwarded to HRG • Reviewing IT Web Manager role to determine what responsibilities spill into 		<p>submitted to HRG.</p> <ul style="list-style-type: none"> • CIO: <ul style="list-style-type: none"> • <u>ECommerce Application Development</u> <ul style="list-style-type: none"> • Submitted eCommerce Product Manager positions to HRG. • Senior IV&V Manager PD & KSA. • <u>IT Management</u> <ul style="list-style-type: none"> • PDs still in review by Wayne Wright. • <u>IT Services</u> • PDs Submitted to HRG: <ul style="list-style-type: none"> • Sr Services Manager, Sr Call Center Manager • Sr LAN/WAN Manager, Sr Data Center Manager

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<p>IT Mgt and eCommerce Dev</p> <ul style="list-style-type: none"> • Moving forward with OM package • <u>Business Services</u> • Sr Business Integration Mgr, Sr Contracts Mgr - forwarded to HRG for processing (1/27/00) • CFO: <ul style="list-style-type: none"> • Review skills assessment work already developed by CFO team. • SFA University representative identified for CFO skills assessment efforts. • Contracts & Acquisitions: • Met with Natalie Taylor to discuss task order to produce SFA acquisitions procedures documentation for SFA-wide distribution • Facilitated dialog between JVV and Candace Hardesty to refine C&A organization description • HR: <ul style="list-style-type: none"> • Meeting with Greg Woods, Candy Kane, Bob Tobias scheduled cancelled due to weather. Re-scheduled for February 7, 1pm • Completed 2 pager quick hit describing Employee Development Initiative ideas. • Completed more detailed organization design/structure. • Began HR Office of Management Package • Communications: <ul style="list-style-type: none"> • Reviewed communications org description with Greg 		<ul style="list-style-type: none"> • <u>Business Services</u> • Sr Business Integration Mgr, Sr Contracts Mgr submitted to HRG for processing (1/27/00) • CFO: <ul style="list-style-type: none"> • CFO skills assessment approach under development with involvement from union and SFA University representatives. • Contracts & Acquisitions: <ul style="list-style-type: none"> • Draft task order completed for acquisitions procedures documentation. • Revisions to C&A organization description outlined. • HR: <ul style="list-style-type: none"> • Initial OM package under way. • Communications: <ul style="list-style-type: none"> • Org design approved by Greg Woods. • Reorg approval package under way to HRG.

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<p>Woods. Received “go ahead” from Greg.</p> <ul style="list-style-type: none"> • Scheduled status review with Intranet development team. • Analysis: <ul style="list-style-type: none"> • Conducted PMD visioning session • Completed OM Package (PDD, PMD, other) • Coordinated Bob Knisely’s discussions with Management Council • Planned next steps with Bob Knisely to carry out assignments from Management Council • SFA University: <ul style="list-style-type: none"> • Refined Proposed SFA Structure – org. unit names more intuitive, functional descriptions, interactions • Drafted OM packet • Began “assigning” names to SFA Org. unit boxes for “detailed” assignments • Received feedback from Midge on PD and KSA • Discussed basis of 12/13 Regional Training Officer concerns with Gina Pearson, rescheduling meeting with Midge, HR, HRG, Union • Met with Beth Abrogast, Tony Androtti to educate on new role of Learning Consultant (1/28) 		<ul style="list-style-type: none"> • Analysis: <ul style="list-style-type: none"> • PMD visioning session completed. • Draft OM Package under development. • Next steps outlined for Analysis to implement ideas from Management Council. • SFA University: <ul style="list-style-type: none"> • Detailed comments/feedback received on draft organization structure for SFAU. • Action plan under way to support current skills assessment work within CIO and CFO.
<p>TITLE IV COMMON ORIGINATION AND DISBURSEMENT (COD)</p>	<ul style="list-style-type: none"> • Completed final draft of conceptual design of “To Be” process flow • Conducted final focus groups to validate “To-Be” conceptual design • Completed documentation of 	<ul style="list-style-type: none"> • Document “As-Is” 	<ul style="list-style-type: none"> • ACS was initially

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<p>high-level business requirements as they related to the "To-Be"</p> <ul style="list-style-type: none"> • Met with EDS and began high-level system assessment • Met with EDS to document current requirements and processes for loans • Documented overview of loan origination • Began work to document high and mid-level business requirements for loan origination • Met with ED to discuss client resource requirements in order to support deliverables 	<p>process flow and requirements for RFMS</p>	<p>unprepared, then refused to meet without task order. After Kay Jacks spoke to Bob Woods the meeting is tentatively scheduled for 2/7.</p> <ul style="list-style-type: none"> • Due to delays in meeting with ACS, additional ED resources are required to keep project on track
<p>DIRECT LOAN SERVICING REENGINEERING (DLSR)</p>	<ul style="list-style-type: none"> • Held SFA staff ideas/best practices forum. Write-up distributed. • Finalized and obtained approval from IPT Core team on Current Environment Assessment • Finalized and obtained approval from IPT Core team on Reengineering Options and Analysis • Discussed Reengineering Options with Core team on 1/21. Analysis begun on elimination of CDS, eServicing and streamlined processing • Began analysis and quantification analysis on 1/21 for discussion with Core Team on 1/24 • Completed draft of Business plan outline (1/26) • Completed Technical Vendor Analysis 		<ul style="list-style-type: none"> • Final Current Environment Assessment printed for distribution on 1/31/00 • Feedback from Core team review received and discussed in Core Team meeting 1/24/00. Options finalized with sponsor. • Initial Vendor comparison document completed 1/26/00. Need additional information on costs.

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
		<ul style="list-style-type: none"> • Finalize dates and speakers for Best Practices seminars • Establish date for student focus group 	<ul style="list-style-type: none"> • Dates and speakers still TBD. William DeLeo from Freddie Mac and David Torgerson from Check Free have committed to speak. • Student input will be sought through interviews instead of a focus group.
FINANCIAL MANAGEMENT SYSTEM (FMS)	<ul style="list-style-type: none"> • Conducted FMS IPT Kickoff Meeting (January 4, 2000); conducted preliminary IPT meeting immediately following. • Participated in cross-IPT discussion on CDS functionality and its place in the Direct Loan architecture • Identified possible 11-segment SFA ACCS structure; began discussions within Core Team. • Organized approach to contact SFA personnel to solicit information on current interfaces, systems configuration, etc. • Obtained documentation on current interfaces, systems configuration from SFA personnel. • Developed draft Transaction Mapping matrix, detailing level of data detail envisioned throughout financial management framework. • Initiated development of Application/Data Architecture diagrams. • Outlined scope of design meetings needed; drafted purpose/topics/audience of each meeting. • Conducted initial To-Be (Business Process) Design meeting (Outlays to Schools). • Verified subset of requirements in Outlays to 		<ul style="list-style-type: none"> • Postponed future design meetings until revised approach could be developed.

Area	Work Completed	Work Projections Incomplete	Issues/Comments
	<p>School Business Process with cross-program representatives.</p> <ul style="list-style-type: none"> • Identified possible areas in which to refocus project approach to address team concerns. • Reviewed AC/Oracle estimating model and determined potential estimating factors which will be required. • Developed first draft of pilot implementation options for LEAPP and FFEL(GA). • Participated in Oracle Federal Financials training sessions (1/10 – 1/14). • Developed draft FY2000 Business Case for submission to Executive Sponsor. • Discussed updates to project plan task list (with estimated start and end dates) to ensure that final deliverable dates will be met. • Began updates to project plan to incorporate current list of remaining tasks/timeframes. 		

4.2 Work Projected for Next Month

During the next month, the project teams plan to accomplish the following items:

Area	• Work Projections for February	Issues / Comments
PROGRAM MANAGEMENT OFFICE (PMO)	<ul style="list-style-type: none"> • Begin work on IRB Access database business case functionality and design • Continue development of Modernization Partner room materials • Continue development and implementation of performance management with Analysis Group • Continue to develop functionality and requirements for Web based Program Management Office • Finalize approach and work effort associated with completing the next version of the Products and Services Release Plan (version 2.0) including updating the Modernization Program Blueprint • Draft IPT initiative recommendations for the Financial Partners channel and review with Barry Morrow • Draft project/program structure for the Financial Partners channel and discuss with Barry Morrow 	
ENTERPRISE ENGINEERING AND INTEGRATION (EET)	<ul style="list-style-type: none"> • Continue workplan/task order and funding strategies for delivery phase (all architectures) • Obtain approval for Portals plan and draft task order to initiate work • Finalize & deliver the “Recommended COE and Security Standards” and “Common Operating Environment” deliverable #4.1.3 • Continue work effort on defining application/technical architecture standards – developers design handbook (deliverable #4.1.5) • Finalize Portal Architecture approach document – schedule meetings to communicate to business stakeholders • Continue scope of revision to the Modernization Blueprint revision to reflect “Recommended Application Architecture Standards Version 1” deliverable #4.1.2 • Facilitate vendor meeting with webMethods & SFA CIO • Prepare for SFA Modernization update presentation scheduled for 2/18/00 • Continue follow up meetings with the FMS project team – discuss architectural dependencies • Develop CTI Architecture Approach & Scope Document • Schedule Vendor meetings for EAI solution – Vitria, IBM/Neon, CrossWorld, STC • Schedule Data Warehouse (End-User/Front-End) vendor meeting (re-visit) – MicroStrategy • Review SFA Security Architecture Strategy & Vision – Wayne Wright & Andy Boots 	

Area	•Work Projections for February	Issues / Comments
PARTNER MANAGEMENT (PM)	<ul style="list-style-type: none"> • Complete the Contract Transition Preliminary Business Analyses • Deliver Version 1.1 of the Interim Legacy Contract Transition Plan • Initiate development of the Legacy Contract Transition Plan • Initiate development of the Acquisition Strategy Update • Initiate development of the follow-on Modernization Task Order • Continue effort to have each Modernization Partner staff member execute a Notice of Criminal Liability under the Privacy Act statement and an OF-306 Declaration for Federal Employment form. • Continue planning for relocation to Portals • Continue negotiation efforts with subcontractors 	
ORGANIZATION TRANSFORMATION	<ul style="list-style-type: none"> • Students: <ul style="list-style-type: none"> • Present Students Reorg Package to LMPC and submit for OM approval • Begin process of job postings and reassignments where appropriate • Schools: <ul style="list-style-type: none"> • Continue work with Schools Wave 2 workplan with Kay Jacks • Integrated Kay Jacks' Schools projects list into overall SFA journey plan • Financial Partners: <ul style="list-style-type: none"> • Continue preparations for FP initiatives kick-off session in Chicago • CIO: <ul style="list-style-type: none"> • Finalize outstanding senior manager PDs • Coordinate/facilitate HRG review of submitted reorg packages • Facilitate employee listening session and manager working session on CIO employee skills assessment • CFO: <ul style="list-style-type: none"> • Conduct visioning session with Jim Lynch and CFO staff • Contracts & Acquisitions: <ul style="list-style-type: none"> • Revise organization description for C&A • Initiate process & procedures documentation for contract management process • Plan communications & training on contract management process • Human Resources: <ul style="list-style-type: none"> • Conduct follow-up meeting with Greg Woods and Candy Kane (February 7) • Initiate recruiting process for Director of HR • Communications: <ul style="list-style-type: none"> • Submit Communications OM package and for approval • Analysis: 	

Area	•Work Projections for February	Issues / Comments
	<ul style="list-style-type: none"> • Complete Analysis organization design/descriptions and facilitate review with Greg and Candy • Mobilize resources to support Analysis in conducting research topics requested by Management Council • SFA University: <ul style="list-style-type: none"> • Continue detailed organization design • Continue research on CIO skills training • Facilitate dialog with Schools regarding regional trainers to Schools community 	
TITLE IV COMMON ORIGINATION AND DISBURSEMENT (COD)	<ul style="list-style-type: none"> • Meet with ACS to walk through RFMS system, process and requirements documentation • Meet with UAL to walk through campus-based system, process and requirements documentation • Document high- and mid-level business requirements from Pell and campus-based processes • Flowchart Pell and campus-based processes • Finalize documentation of “As Is” processes and requirements – Deliverable due date 2/15/00 • Compile requirements for “To Be” process • Begin development of business case for viable options for moving forward with “To-Be” • Cross-walk “As Is” and “To Be” processes to determine changes in business requirements • Begin review of COTS applications • Conduct on-site visit to USA Funds to review their packaged solution as well as other options 	<ul style="list-style-type: none"> • ACS has yet to confirm scheduled meeting, which has already been delayed • Campus-based was recently added to the scope of work • Due to delays in meeting with contractors (as indicated above), this deliverable date will be compromised
DIRECT LOAN SERVICING REENGINEERING	<ul style="list-style-type: none"> • Schedule Student Survey dates • Create Reengineering Options presentation • Develop conceptual design for selected options, including CDS retirement • Complete business case for selected options 	
FINANCIAL MANAGEMENT SYSTEM (FMS)	<ul style="list-style-type: none"> • Deliver FMS Conceptual Design Deliverable (due date: February 28, 2000). • Finalize project plan (tasks/timeframes) with Team Lead and Executive Sponsor. • Complete Information Assessment/deliverable review to determine any remaining requirement areas. • Continue to finalize data requirements (interface design, transaction mapping matrix, review as-is documentation, 	

Area	•Work Projections for February	Issues / Comments
	identify any missing information, hold discussions with contractor staff, etc.). <ul style="list-style-type: none"> • Finalize segments of SFA ACCS, communicate proposed structure to ED CFO. • Identify business scenarios to show during Core Team solution demonstration; conduct demonstration. • Finalize FMS Phasing Approach • Determine SFA FMS standards (such as development tools, testing tools, security, training, etc.) • Implement technical environment (such as Oracle Application requirements, supporting architecture requirements, telecommunications requirements) • Formalize communication/coordination with other IPT teams (Common Origination, Direct Loan Servicing Re-engineering, Organizational Transformation, Technical Architecture). • Issue task order for Pilot Implementation. 	

5.0 Status Of Project Deliverables

The attached Deliverables Schedule provides the status of each of the deliverables within Task Orders 1, 2, and 3.

6.0 Schedule/ Task Reporting

Major Schedule Changes

The following Gantt chart provides a schedule of the planned activities for the Modernization program over the next five months.