

SFA Modernization Partner Monthly Program Report

March 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 February 2000 and includes information on the overall status of the Program, a summary of key Program Risks, achievements for the month, planned work for the next month, and performance of the Program against schedule.

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 February the program's team have delivered four key deliverables:

- Direct Loan Servicing Reengineering - *Current Environment Assessment*
- Enterprise Engineering and Integration Team - *Post-Deployment Maintenance Approach*
- Enterprise Architecture Management - *Recommended COE & Security Standards*
- *Application and Technical Architecture Standards*

The *DLSR Current Environment Assessment* documents for each system or process, within loan servicing, a list of key functions, who performs these functions, process flows, list of interfaces, volume information, and costs. The document is meant to aid the IPT in understanding the current environment and assist in the identification of reengineering options. It will also provide baseline information for the DLSR business case.

The *Post-Deployment Maintenance Approach* recommends a post-deployment software maintenance approach that provides for legislation changes, emergency repairs and routine system enhancements and improvements. This approach will be utilized to provide for managing continued updates to production systems.

The *Recommended COE & Security Standards* proposes architecture standards for the SFA Common Operating Environment (COE) and outlines a security architecture for SFA. The first section of this deliverable provides standards for specific product configurations for the common operating environment and internet security architecture. These products

primarily address execution services of technical architecture but may also include operations and development services. The second part of this deliverable outlines a security framework which defines and describes the management of various security layers within the technical architecture.

The *Application and Technical Architecture Standards* deliverable builds on the *Recommended Application Architecture Standards Version 1* deliverable that was completed in January. This deliverable provides an analysis of proposed application and technical architecture standards.

In February, the Modernization Program has delivered the following additional points of value:

- 1) We have participated significantly in the SFA Intranet project to develop and deploy the first release of an Intranet for employees. This March product will provide a communication vehicle for the SFA employees to reference news updates, organizational information and access to documents maintained by SFA.
- 2) We have completed extensive work to help SFA get closer to getting revised organization designs approved as part of "Wave 2" implementation. The SFA has approved reorganization "packages" for the CIO, Financial Partners, Communications, and Ombudsman organizations. Draft reorganization packages have been completed for Students and Analysis. Proposed reorganization designs, along with preliminary staffing plans, have been completed for Contracts & Acquisitions and SFA University.
- 3) We have provide support to the CIO organization in undertaking employee training opportunities identification, creating a process model and training materials that have been submitted to SFA University for reuse across other SFA organizational units.
- 4) We have initiated best practices working sessions within CFO and Financial Partners to formulate new visions and directions for these organizations
- 5) A design of a Financial Management System is complete and under discussion with key stakeholders. A detailed implementation strategy has been drafted and will be discussed and finalized with enabling task orders by March 31, 2000.
- 6) We have created a conceptual design to enable the retirement of CDS
- 7) 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, Customer Service Task Force and SFA Performance Plan to the defined initiatives to ensure completeness.
- 8) We have gained acceptance on 3 architecture configurations; Data warehouse, Enterprise Application Integration, and Internet. These configurations provide a foundation for future systems using a standard, repeatable and enterprise approach to new technology capabilities.

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, Financial Management System, and Portals. The project assessments have been combined with an assessment of the Program management areas - PMO, EETI, 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 

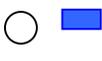
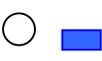
Modernization Program Summary Scorecard

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	Assessment and Trend
<p>Risk Risks which would effect the successful execution of the Program have been documented and mitigation strategies have been developed. However, individual projects may not have adequate mitigation strategies to resolve risk. Continue contracting timing problems. The added risk of staffing Quick Response Teams without a contracting vehicle.</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. However, individual projects have had various issues with regard to communication. These issues are being resolved. Hired a communication specialty firm, Golin Harris, to provide extra capacity and capability. SFA Communications has also decided to retain Golin Harris for public relations work.</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.

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. The team has been 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.	
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.	
Human Resources Human resource needs have been documented, approved, and available. Project team has the individual and group skills needed for the current phase.	

Measure	Assessment and Trend
Commercial Off the Shelf Software (COTS) A review of COTS products has been incorporated into the project's work plan.	<input type="radio"/> <input checked="" type="checkbox"/>

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
<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 and agreed to by the students channel and Modernization Partner.</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 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.</p>	
<p>Architecture The Project is in full compliance with Modernization Blueprint baseline or target architecture standards. The project has not defined any architecture changes.</p>	
<p>Risk Project risks to successfully execute the Task Order of work have been documented, and mitigation strategies have been defined.</p>	
<p>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.</p>	
<p>Communication/Change Management Communication strategies have been incorporated as part of the project's future workplan. A plan for reporting findings has been submitted and requires additional content development</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) 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 team has reassessed the project plan, changed project management personnel and resolved inter-team communication issues. This has resulted in the project team regaining momentum and getting back on schedule.</p>	
<p>Architecture The Project is in full compliance with Modernization Blueprint baseline or target architecture standards. The FMS team has worked closely with EBIT 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 have been resolved. New project management resource has been installed as the Mod Partner lead, new CFO leadership has been placed and CFO/CIO/AC relationships have been significantly improved.</p>	
<p>Human Resources Human resource needs have been documented, approved, and available. Project team has the individual and group skills needed for the particular phase.</p>	

Measure	Assessment and Trend
Commercial Off the Shelf Software (COTS) Project is utilizing Oracle Financials with a minimum amount of custom coding.	<input type="radio"/> <input checked="" type="checkbox"/>

Portals (EIT and EAM) Project Scorecard

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

- This is the initial scorecard for the project and will be used as a baseline for next months 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 work authorization.	○
Scope The Internet capability relative to processes is being finalized. The scope of the schools internet capability has not been defined. Managing the scope around content, process for making changes and final decision authority needs to be resolved.	●
Cost Performance Against Baseline This project is part of the Modernization Partner fixed price task order.	N/A
Schedule Performance Against Work Performed The project 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 Project defines the Modernization Blueprint baseline or target architecture standards.	N/A
Risk Project risks to successfully execute the Task Order of work have been documented however mitigation strategies are currently being defined and will be executed.	●
Quality 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 current and future workplan.	○
Human Resources Human resource needs have been documented, approved, and available. Project team has the individual and group skills needed for the particular phase.	○

Measure	Assessment and Trend*
Commercial Off the Shelf Software (COTS) The project is has developed recommendations on the use of COTS products	○

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 by Golin Harris (PR firm) at end of March • Intranet website with information on Modernization Program by end of March 	High	Medium
Direct Loan Servicing Reengineering (DLSR)	Schedule slippage within DLSR project plan timeline	<ul style="list-style-type: none"> • Negotiating with sponsor to modify dates and/or expectations 	Medium	Medium
Financial Management System	Technical Infrastructure has not been installed, and may be required for pilot prior to scheduled completion for SFA enterprise-wide.	<ul style="list-style-type: none"> • Position the FMS pilot as a pilot for the technical infrastructure and standards as well. Deploy as required for the pilot schedule, and make changes after evaluation. • Technical architect deployed full time to FMS. 	Medium	High
Financial Management System	A conceptual model of the FMS interaction with channel systems and processes, both legacy and "To Be" needs to be coordinated with changes in business processes within the channels. The business process design projects are on differing schedules, and may not be completed in synch with FMS pilot..	<ul style="list-style-type: none"> • Change management consultant deployed full time to FMS. • CFO leadership preparing to discuss the program with each GM. • Cross channel coordination and communication to be included in an overall communication strategy. 	High	Medium
Transformation	Pace of Wave 2 implementation activities has been slower than originally planned.	The team is actively working with different organizational owners to outline clear next steps for continuation and completion of Wave 2 activities, based on each organization's constraints and parameters.	Medium	Medium
Transformation	Synchronization and alignment of process and organization design among different channel and functional areas remains a major challenge, given the	The team is proactively working with the project sponsor to manage expectations and modify timelines and acceptance criteria, and pushing the different	Medium	Medium

Category	Description	Responses	Severity Of Impact	Ability To Control
	different pace that each organization's Wave 2 activities.	organizational owners to resume Wave 2 activities.		

4.0 Key Accomplishments in February and Plans for March
4.1 Work Completed During February

During the month, the project teams accomplished the following:

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
PROGRAM MANAGEMENT OFFICE (PMO)	<p>Program Planning, Management and Reviews:</p> <ul style="list-style-type: none"> • Completed FMS pilot for Project Management Reviews • Completed Common Origination Project Management Review • Complete business case module for Access database and begin testing <ul style="list-style-type: none"> • Monitoring of development of Program Task orders • Completed Performance Management Framework Draft. Included in the framework draft are: a process flow to describe the Performance Management process, the participants in the process, and their respective "deliverable" responsibilities. <p>Communications:</p> <ul style="list-style-type: none"> • Distributed February Program News letter • Conducted February all hands meeting on 2/21 <p>Financial Partners ITR:</p> <ul style="list-style-type: none"> • Revised draft of the 	<ul style="list-style-type: none"> • Team has completed build of tables and queries. The forms are about 60% complete and should be finished by 1st week of March 	<ul style="list-style-type: none"> • Continued to track and monitor the status of task orders and began development of task order breakdown structure.

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<p>Financial Partners program plan to reflect results from Chicago meeting.</p> <ul style="list-style-type: none"> • Identified IPT/initiative recommendations for the Financial Partners channel and review with Barry Morrow. • Identified initial staffing and cost considerations for FP recommended initiatives. <p>Business Case Development:</p> <ul style="list-style-type: none"> • Met with Financial Partners and other channels to develop preliminary project funding requests. <p>Business Architecture Design:</p> <ul style="list-style-type: none"> • Planned agenda and materials for 2/16 “18 month Action Plan” discussion. • Finalized approach and work effort associated with completing the next version of the Capability Release plan (version 1.2) and initiated work effort. 		<ul style="list-style-type: none"> • Drafted an IPT/initiative recommendations for the Financial Partners channel. • Drafted preliminary request forms for 2 FP initiatives. • Scheduled 8 FP business case development meetings for the week of 2/28. • Assisted with preparing draft of “18 month Action Plan”. • Participated in ITR/Business Architecture standing meeting. • Met with CIO/DSG to provide updates on IRB business case development effort. • Mapped IT/IRB business cases to the CRP. • Prepared materials for Industry Day Meeting on 2/11. • Mapped legacy

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
			contracts to the Products and Services Release Plan and participated in Acquisition Strategy meetings.
ENTERPRISE ENGINEERING AND INTEGRATION (EEIT)	<ul style="list-style-type: none"> • Completed, Delivered, and received acceptance on 2.2.2 Configuration Management Approach, 2.2.3 Critical Methods & Standards and 2.2.4 System Integration and Test Approach. • Continued to obtain and incorporate comments for 2.2.5 Deployment Approach • Submit deliverable 2.2.6 Post-Deployment Approach <p>Security Planning Work (T04 Follow-on)</p> <ul style="list-style-type: none"> • Met with SFA Security Lead to determine Security needs at SFA • Develop and submitted proposed Security plan outline • Drafted initial Security Task Order <p>Data Warehouse Planning work (T04 Follow-on)</p> <ul style="list-style-type: none"> • Completed Draft of DataWarehouse Task Order, workplan and client walk-thru slides <p>FMS Interface Activities</p>		<ul style="list-style-type: none"> • Met twice with very

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<ul style="list-style-type: none"> • Facilitated meetings with the FMS IPT to discuss Technical Architecture requirements • Developed draft list of software and hardware and provide to FMS SFA lead <p>CTI Architecture Work (T04)</p> <ul style="list-style-type: none"> • Continue to request access to Students Channel staff to obtain information about existing technical environment at SFA call centers. <ul style="list-style-type: none"> • Finalized technical proposal task order for Ombudsman office call center initiative <p>SFA Intranet/Portals</p> <ul style="list-style-type: none"> • Completed and submitted Task Order 9 for the SFA Intranet 		<p>good progress. Discussions centered around the use of EAI and the timing whether or not it would be in place for FMS needs.</p> <ul style="list-style-type: none"> • The FMS IPT should go forward with the Oracle recommendations outlined in the Oracle Technical Architecture document • Feedback has been received that the Students channel does not want the CTI work to go forward with their people's involvement. This has been escalated to the COTR in the Wednesday contracts meeting that we are now not going to make our 4/7 contract delivery date due to lack of access to as-is environment information. Need to have CIO and Students GM intercede to determine SFA's plan for this work. • Cost proposal being developed. • Completed and submitted for review by SFA executive manager (Helene Epstein) and contracts

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<ul style="list-style-type: none"> • Conducted SFA Intranet focus group (second) • Continued Technical Architecture support effort for the FMS projects • Met with Data Analysis Group regarding short & long term Data Warehousing requests • Met with SFA CFO's Group to review and discuss CFO's Data Warehouse immediate needs & future requirements from an Enterprise Wide Data Warehouse • Presented CTI & CRM Architecture concepts & deliverable scope/framework to CIO & IT Management Team • Developed an application architecture diagram to 		<p>to bring on to provide 'build' support for the technology infrastructure</p> <ul style="list-style-type: none"> • Task order drafted and submitted for final comment. • Obtained further requirements from the different business areas • Working with the FMS team to determine how to incorporate the cost of this effort under the FMS project • Short term reporting effort has been delayed due to lack of clear objectives and 2 week delivery period. • Follow-up meetings have been scheduled to define long term objectives, although currently this work is not funded. • Follow-up meetings have been scheduled – need task order to fund requests • Need to schedule follow up meetings to scope project requirements & milestones. Task Order, work plan & IRB documentation /presentation will be developed

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<p>provide a preliminary 'To-Be'</p> <ul style="list-style-type: none"> • Complete project planning for SFA Intranet project, including the technical proposal and cost proposal. • Conducted SFA Intranet Kickoff meeting • Met with CIO-Innovations team to discuss EAI pilot potential • Delivered/Distributed "Architecture Release Plan" deliverable #4.1.4 • Reviewed 1st Draft "Internet Security Architecture Recommendations" - Andy Boots • Continued CTI Architecture Analysis effort • Met with CIO & IT Managers to discuss "Recommended Technical Architectures" deliverable #4.1.2. • Delivered Deployment Approach to SFA as scheduled on 2/1/00 • Updated/Delivered Critical Methods & Standards document • Updated/Delivered System Integration & Testing Approach • Updated/Delivered Configuration Management Approach 		<ul style="list-style-type: none"> • Kickoff meeting conducted and focus group sessions for requirements gathering have been scheduled • Deliverable is on track – SFA Security Lead provided positive feedback and recommendations for next version of deliverable

Area	Work Completed	Work Projections Incomplete	Issues/Comments
PARTNER MANAGEMENT (PM)	<ul style="list-style-type: none"> • Continued development of Version 2.0 of the Interim Legacy Contract Transition Plan • Continued development of the Legacy Contract Transition Plan • Continued 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. • Completed move of EAM staff to Portals • Continued negotiation efforts with subcontractors 11 signed, 5 in final stages, 2 in progress 		<ul style="list-style-type: none"> • 106 of 122 complete
ORGANIZATION TRANSFORMATION	<p>Students:</p> <ul style="list-style-type: none"> • Provided input for creation of a timeline that illustrates transformation events since the summer. Org approval package presented to LMPC <p>Schools:</p> <ul style="list-style-type: none"> • Worked with management to choose a date for PBO 101 training. • Met to review roles of CAMs vs. Training Officers and potential overlapping responsibilities. Discussed the need to gather additional information, and encouraged further discussions between 	<ul style="list-style-type: none"> • Org approval package to be submitted to HRG. • The date that was chosen is still not finalized. 	<ul style="list-style-type: none"> • Discussion points gathered for a proposed meeting between Kay Jacks and Anne Teresa regarding roles of CAMS (Schools) and regional Training Officers (SFAU).

Area	Work Completed	Work Projections Incomplete	Issues/Comments
	<ul style="list-style-type: none"> • Continued to identify and document training and organizational support process, issues and resolutions • <u>Ecommerce Application Development</u> • Created slides for "All Hands" Meeting on Training Inventory process and tool. • Followed up with management team for input and feedback on Skill Gap Assessment • Made edits on Sr IV & V Manager presentation and will forward to HRG for processing • <u>IT Management</u> • Made additional edits Sr Architect Mgr PD and KSAs -forwarding to HRG • Created Sr Application Architecture Mgr PD - Changing from 15 to ES, forwarding to HRG • Created Sr Data Architecture Mgr PD - under review. • <u>Business Services</u> • On-going Meeting with Tom Pestka to update on PDs, org support, and training needs. • Created AC/SFA CIO org. chart for Tom Pestka for working session with Steve Hawald. • Demonstrated the Skills Inventory, presented Training Plan, Implementation Process, and training process. 		

Area	Work Completed	Work Projections Incomplete	Issues/Comments
	<ul style="list-style-type: none"> • Identified and established points of contact for CIO training process with Tom Pestka. • <u>DSG/IRB Support</u> • Oriented business analyst team on FY01 business case development. • Conducted planning sessions with Jeanne Van Vlandren and Barry Morrow to kick off business case development for Schools & Financial Partners. • Initiated FY01 business case development and portfolio development efforts <p>CFO:</p> <ul style="list-style-type: none"> • Conducted CFO visioning session Attendees include Mike, Lori, Rick, Karen, John and Jim Lynch and management team. • Discussed deployment approach. Worked with Paul Stonner and Penny from SFA U to get training started <p>Contracts & Acquisitions:</p> <ul style="list-style-type: none"> • Worked with Acquisition Solutions to build detailed flows for each phase of the acquisition lifecycle • Pushed forward with the Org Approval package • OM package and transmittal memo submitted to Natalie Taylor and Candace Hardesty. 		

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<p>Human Resources:</p> <ul style="list-style-type: none"> • Developed next steps documentation and reviewed with Candy Kane and Greg Woods. Planned next Mgt Council briefing. • Prepared materials for Bob Tobias' HR discussion with HRG. • Updated current draft of HR Org Design. • Prepared materials for Greg and Candy's meeting with Department to discuss SFA's approach to HR. <p>Analysis:</p> <ul style="list-style-type: none"> • Began annual plan & performance measurement support work with Cyndi Reynolds. • Continued progress with Bob Knisely's 4 tasks/activities. • OM package was reviewed by Greg / Candy and feedback was generally positive. • Kicked off PDD Organization Assessment process in collaboration with Jeff Baker and Bob Knisely. <p>SFA University:</p> <ul style="list-style-type: none"> • Updated Org Approval Package as necessary with FTE estimates • Met with Employee Development Task Force real possible impacts to SFA U. org structure 		

Area	Work Completed	Work Projections Incomplete	Issues/Comments
	<ul style="list-style-type: none"> • Discussed staffing levels and grades structures for SFAU. • Met with TDC to discuss relationship and define interactions • Presented draft SFA U. Org Approval Packet to HRG meeting. • Met with Lorraine to discuss Super Week activities - Thursday and Friday activities (safe playing - through scenarios, envisioning self in area). • Met with Jeanette Zinc and Clarence Hicks, Anne, Midge, Lorraine to discuss CAMS/TO issues - began devising models - such as teams, AC model. 		
<p>TITLE IV COMMON ORIGIN AND DISBURSEMENT (COD)</p>	<ul style="list-style-type: none"> • Discussed "To Be" at IPT Core meeting • Attended ACS briefing on RFMS system • Attended all day meeting with Direct Loan ED process owners and contractors to hammer out "As Is" and "To Be" for loan process • Continued documentation of "As Is" process - campus based • Scheduled all day meeting for Pell process • Continued gathering information on costs of current systems • Mailed survey to current system owners for detailed specifications • Met with UAL regarding 		

Area	Work Completed	Work Projections Incomplete	Issues/Comments
	current campus-based processes and system(s) <ul style="list-style-type: none"> • Identified ED subject matter expert for Loans • Identified/Met with ED subject matter experts on loans and Pell to discuss IPT, workplan and begin incorporating effort to workplan • Presented “To Be” conceptual design to Third Party Vendor Conference 2/18/00 • Met with ACS regarding current Pell process/ RFMS • Beginning to review COTS and gather cost data 		<ul style="list-style-type: none"> • Identified team of individuals from ED Direct Loan area (under Rosemary Beavers). • Met with Michele (Pell) and Joan (campus-based) on 2/8/00 • Having difficulty gathering cost information due to the nature of the potential COTS and proprietary information
DIRECT LOAN SERVICING REENGINEERING (DLSR)	<ul style="list-style-type: none"> • Reviewed draft of detailed Business Plan • Reviewed economic models • Reviewed CDS and eServicing Conceptual Designs • Reviewed Proposed Implementation Timelines • Current Environment document finalized and delivered. • Delivered Reengineering Options document. • Reviewed revised communications Plan. • eServicing Conceptual Design started 2/8/00. • Capability Simulation Model plan to be reviewed. 	<ul style="list-style-type: none"> • Previously scheduled Best Practices session moved from 2/10/00 to next project phase 	

Area	Work Completed	Work Projections Incomplete	Issues/Comments
	<ul style="list-style-type: none"> • Survey dates scheduled for 2/9-2/11. • Vendor COTS Functionality Analysis document completed. • CDS target environment (Financial/Technical Document) draft reviewed. 		
FINANCIAL MANAGEMENT SYSTEM (FMS)	<ul style="list-style-type: none"> • Developed/Conducted review of 2nd draft of FMS Executive Summary presentation with project sponsors. • Identified/reviewed outstanding FMS Business Requirement “holes”. • Reviewed FMS Conceptual Design deliverable (including updated Transaction matrix, Data Architecture diagrams) with Core Team. • Discussed approach to CFO Visioning sessions with Organization Transformation resources. • Reviewed/Discussed planned ED CFO ACCS segment structure with ED CFO personnel. • Presented/Discussed Parking Lot issues with executive sponsors. • Continued to develop Conceptual Design deliverable and matrices/diagrams. • Developed draft list of project tasks to be completed by FMS Technical Architecture resource. 		<ul style="list-style-type: none"> • Solicited final comments from sponsors on FMS Executive Summary presentation. • Documented outstanding holes; finalized FMS Business Requirement section in FMS Conceptual Design deliverable. • Obtained comments from Core Team on deliverable organization/content of Data Architecture diagrams. • Developed draft workplan for Technical Architecture resource; will coordinate with current FMS workplan.

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<p>project plan, incorporating current list of remaining tasks/timeframes</p> <ul style="list-style-type: none"> • Conducted meeting to discuss ACCS to identify questions and issues that need further discussion • Conducted walkthrough of Oracle document flows 		<p>project team of tasks and schedule going forward to complete project team deliverables</p> <ul style="list-style-type: none"> • List of questions and issues that needed to be addressed concerning ACCS • Understanding of Oracle document flows (prepayments, invoices, payment, etc.)

4.2 Work Projected for Next Month

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

Area	Work Projections for March	Issues / Comments
PROGRAM MANAGEMENT OFFICE (PMO)	<p>Program Planning, Management and Review:</p> <ul style="list-style-type: none"> • Draft Project Management Reviews for Loan Servicing and Portals teams • Complete business case module for IRB Access database • Complete design for Modernization room materials and begin development • Continue to monitor development of Program Task orders • Continue to develop functionality and requirements for Web based Program Management Office • Meet with FMS, DLSR, and Common Origination team to complete monthly scorecards <p>Communications:</p> <ul style="list-style-type: none"> • Develop and distribute Monthly Program Newsletter • Develop content for and conduct “All Hands” meeting • Develop and distribute the Primer communication <p>Financial Partners ITR:</p> <ul style="list-style-type: none"> • Complete draft of the IPT/initiative recommendations for the Financial Partners channel and review with Barry Morrow. • Confirm staffing and cost considerations for FP recommended initiatives. • Determine necessary task order(s) for FP channel. • Conduct FP team leads meeting on 3/1. • Continue to conduct Financial Partners preliminary project funding requests for FY2000 and FY2001. • Continue to provide program management support for the FP channel. • Revise draft of the Financial Partners program plan to reflect results from Chicago meeting • Identify staffing and cost considerations for FP recommended initiatives. <p>Business Architecture Design:</p> <ul style="list-style-type: none"> • Confirm staffing and secure resources necessary for completing the next version of the Capability Release Plan (version 1.2) and initiate work effort. • Finalize approach and work effort associated with completing the next version of the Capability Release Plan (version 1.2) and initiate work effort • Assist with the “18 month Action Plan”, capturing all channel 	

Area	Work Projections for March	Issues / Comments
	initiatives and key milestones. <ul style="list-style-type: none"> • Finalize “18 month Action Plan”, capturing all channel initiatives and key milestones. • Finalize approach and work effort associated with completing the next version of the Capability Release Plan (version 2.0) including updating the Modernization Program Blueprint. 	
ENTERPRISE ENGINEERING AND INTEGRATION (EIT)	Computer Telephony Integration (CTI) Architecture for T04 <ul style="list-style-type: none"> • Request intervention of CIO with Student Channel GM to confirm revised plan for CTI architecture. • Review existing legacy contracts to determine amount of CTI as-is environment data that can be obtained • Make Contact with CTI Vendors and schedule potential meetings SFA Intranet <ul style="list-style-type: none"> • Finalize home page graphic layout • Continue build of intranet framework pages (without content) • Continue development of content management approach • Meet with Greg Woods to collect input on intranet design • Continue focus group sessions for Intranet • Continue work with Wayne and Denise on architecture planning training • Re-Scope Internet Technical Architecture R1.0 – based on business direction & approach (Meet with Maria Veyon to define technical requirements) • Conduct architecture planning meetings with CDS retirement, FMS, Ombudsman and Bob Knisely reporting activities • Finalize and publish schedule for architecture brown bags • Schedule and facilitate CTI Architecture meetings with business units • Develop workplans, task orders and presentations to support the Architecture Release Plan • Finalize/Revisit technical review of Vitria & IBM/Neon products with vendors • Produce and distribute preliminary draft of Post Deployment Approach • Meet with Helene Epstein, Connie Davis, David Gordon to discuss the open issues & plans document. • Meet with Carol Seifert, Connie Davis, Denise Hill, David Moore/Dave Elliott , to socialize post-deployment document 	
PARTNER MANAGEMENT (PM)	<ul style="list-style-type: none"> • Complete development of Version 2.0 of the Interim Legacy Contract Transition Plan • Continue development of the Legacy Contract Transition Plan • Continue effort to have each Modernization Partner staff 	

Area	Work Projections for March	Issues / Comments
	member execute a Notice of Criminal Liability under the Privacy Act statement and an OF-306 Declaration for Federal Employment form. <ul style="list-style-type: none"> • Continue negotiation efforts with subcontractors 	
ORGANIZATION TRANSFORMATION	Students: <ul style="list-style-type: none"> • Discuss potential support for Students organization implementation. Schools: <ul style="list-style-type: none"> • Kick off Schools detailed organization design and implementation efforts. Financial Partners: <ul style="list-style-type: none"> • Kick off Mod Partner support for Financial Partners CIO: <ul style="list-style-type: none"> • Continue to support CIO organization implementation and employee skill development. CFO: <ul style="list-style-type: none"> • Continue visioning sessions with Jim Lynch and CFO management team. • Design approach and workplan to support the CFO transformation effort. Contracts & Acquisitions: <ul style="list-style-type: none"> • Work with Acquisition Solutions to complete Acquisitions Process Manual • Assist in defining resource needs, defining roles and responsibilities, and crafting appropriate job descriptions for C&A staff. Human Resources: <ul style="list-style-type: none"> • Develop phased implementation plan for moving forward with HR organization. Analysis: <ul style="list-style-type: none"> • Begin annual plan & performance measurement support work with Cyndi Reynolds. SFA University: <ul style="list-style-type: none"> • Update Org Approval Package as necessary • Support development of PDs for new positions 	
TITLE IV COMMON ORIGIN AND DISBURSEMENT (COD)	<ul style="list-style-type: none"> • Finalize "As Is" documentation for review by 3/1/00 • Continue documentation of "As Is" process – campus based • Transmit "As Is" process for campus based to process owners • Receive process owner feedback and incorporate changes to "As Is" process – Pell and loans • Continue documentation of "As Is" process – Pell and loans 	
DIRECT LOAN	<ul style="list-style-type: none"> • Continued Work on Business Plans and conceptual designs 	

Area	Work Projections for March	Issues / Comments
SERVICING REENGINEERING	<ul style="list-style-type: none"> • Scheduled best practices speaker • Schedule Student Survey dates • Obtain CPS and EdExpress Cost information • Distribute Vendor Analysis document for review • Complete Business plan draft for review <ul style="list-style-type: none"> - Review KPI document with team - Review Target technical architecture diagram with team - Review Target process flow diagrams with team - Review Target financial analysis with team • Review CDS target environment (Financial / Technical Documents) • Begin Capability Simulation Model development (design HL model for Business Plan) 	
FINANCIAL MANAGEMENT SYSTEM (FMS)	<ul style="list-style-type: none"> • Finalize FMS Conceptual Design deliverable; submit to client management on March 3, 2000. • Finalize FMS Executive Summary presentation for meeting with COO. • Conduct CFO Visioning Session with CFO management personnel; identify key capabilities and initiatives to help transform CFO organization. • Discuss final comments on ED CFO ACCS segments with ED CFO personnel. • Initiate discussions on potential FMS Conversion strategies. • Execute estimating/cost model for pilot and future phases. • Update project team structure for pilot implementation. • Finalize FMS technical architecture requirements and FMS standards. • Meet with ED CFO personnel to discuss preliminary SFA ACCS structure. • Initiate meetings with SFA executives to discuss FMS Conceptual Model. • Document any remaining business requirements for SFA Operations and Technical areas. • Continue developing Design Deliverable components (transaction mapping, process flows, systems architecture diagrams). • Begin discussions of an initial Conversion strategy. • Create workplan/cost model for pilot implementation. • Update project team structure for pilot implementation. • Finalize FMS technical architecture requirements. • Finalize FMS standards. • Establish gaps in current information and obtain necessary follow-up • Prepare demonstration environment 	

Area	Work Projections for March	Issues / Comments
	<ul style="list-style-type: none"> • Focus on interface design and conversion deliverable sections • Conduct implementation planning sessions • Determine Oracle technical requirements for pilot implementation • Determine IT management standards for FMS (methodology, testing approach, tools, documentation, etc.) • Complete FMS phasing strategy • Define implementation tasks • Assemble pilot implementation requirements • Establish gaps in current information and obtain necessary follow-up • Prepare demonstration environment • Focus on interface design and conversion deliverable sections • Conduct implementation planning sessions • Determine Oracle technical requirements for pilot implementation • Determine IT management standards for FMS (methodology, testing approach, tools, documentation, etc.) • Complete FMS phasing strategy • Define implementation tasks • Assemble pilot implementation requirements 	

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.