



Business Case

Project Name: Learning Management System (LMS)

Channel: SFA University

Project Sponsor: Anne Teresa

Project Lead: Vicki Wilson

The following business case articulates the need to implement a Learning Management System (LMS) for SFA University. This business case addresses the full implementation effort and a detailed implementation approach. Costs and benefits were confirmed during Phase 1: Requirements and Software Selection. At this time it is requested that funding be provided for Phase 2, which consists of two releases, Release 1: Design, Build, and Implement, followed by Release 2: Customize and Extend.

Project Description

Describe the need for change (the business problem to be addressed).

When SFA became a PBO, SFA University was created and given the responsibility of providing best in business learning services to both SFA staff (internal audience) and to SFA external partners (external audience), such as Financial Aid Professionals, High School Counselors, Operating Partners and members of the student financial aid industry.

SFA University is responsible for the development and delivery of instructor led training as well as the delivery of Computer Based Training (CBTs). In delivering learning events, SFA University is responsible for the training administration functions. This includes managing the course offerings, the availability and assignment of instructors, classroom locations, equipment, participant registration and tracking, and course evaluation. Currently, the majority of these functions are done manually, or using decentralized systems with limited information captured, retained, or reported.

In addition to Instructor Led Training, SFA University and the Channels sponsor various conferences for external partners. The majority of these conferences are managed by contract with operating partners. Generally, SFA contracts with the operating partners to register participants. SFA University has limited access to the information gathered by the operating partners and there is an annual cost for these services.

The implementation of a Learning Management System (LMS) will automate these training administration functions, as well as provide a means to deliver CBTs. SFA University staff will be able to move from performing manual data entry functions to effectively managing training administration and providing valuable training information for use in future decision-making.



What is the purpose of the initiative?

The focus of this effort is to improve the efficiency of training delivery administration within SFA University in order to provide better service to both internal staff and external partners. When implemented, customers will be able to access targeted learning more accurately and more quickly. The LMS will enable SFAU to deliver these services in a proactive manner with greater consistency and efficiency. SFA use of the current training registration system will be suspended when the Learning Management System is fully implemented.

Phase 1 of this initiative considered various approaches to implementing an LMS, including a build option, an outsourcing option with the Department of Transportation in partnership with the Department of Education TDC, and an option to leverage HR systems and performance management systems as defined by the Automated Human Capital Model Task Order 62.

An initial estimate of the cost to build an LMS was determined to be approximately five times the cost of implementing a COTS system. Therefore this option was ruled out due to the prohibitive costs.

Additionally, SFA University met with the Department of Education TDC, and found that the TDC has been in the process of contracting with the Department of Transportation's Transportation Virtual University (TVU) to implement an LMS and obtain licenses to 800 computer based training (CBT) titles. The TDC agreement with TVU includes all of Department of Education, including SFA's 1200 staff members.

Finally, an ASP hosting approach was considered. This approach was to evaluate and select a 3rd party vendor that would be integrated onto the Jamcracker platform. This approach would be consistent with the approach for the Automated Human Capital Model, already in place. The ASP approach provides SFA University full functionality, scalability and support without the need for in-house hardware infrastructure or detailed technical expertise.

At the conclusion of Phase I, the decision was made to use a combination of the options. This allows SFA to leverage both the Jamcracker model, as well as the agreement between TDC and TVU. The Jamcracker model will be used for the external partners who are attending training events and conferences. In the future, external partners could use the LMS to select and launch CBTs. The TVU model will be used for SFA staff.

SFA staff will use the full functionality of an LMS, whereas the external audience will use the catalog and registration functions of an LMS. External audiences account for approximately 25,000 registrations per year.

What is the scope of the initiative, including what it is not?

The LMS effort will be split into two independent efforts, each with two releases. One effort will focus on the internal audience and the other effort will focus on the external audience. The effort for the internal audience will be completed by the Department of Education's TDC with some input from SFA University. Modernization Partner will not participate in the TDC effort.

The implementation for both efforts will be split into two releases. Release 1 primarily focuses on implementation of the basic LMS functionality and limited release to select users. Release 2 will include the design and development of any customizations needed by SFA. Not included in this effort is an assessment and/or development of skills, curriculum and courseware. The scope of each release is as follows and is the same for both the internal and external efforts:



Release 1:

- An online, searchable course catalog with descriptions of all SFA learning events, including general subject CBTs (where applicable)
- An online registration system, which allows for wait-listing, cancellations, minimum and maximum enrollments, and email notifications
- Reporting capabilities

Release 2:

- Expanded registration system that includes logistical information such as travel arrangements, directions, maps, and hotel information
- The ability to print certificates, nametags, and table tents
- A scalable system that may be used to coordinate electronic as well as traditional classroom instruction
- Email notification to customers regarding training events and updated notifications
- Survey capability to assess course effectiveness and query what training is missing and/or needs to be developed; this information will be used as an input for SFA to make cost effective decisions on future training projects

What is the start date and end date of the initiative?

Pending approval by the Investment Review Board, the initiative for the external audience will begin when the Task Order is signed, and will produce Initial Operating Capability (IOC), as defined by Release 1, within 5 months after the signing of the Task Order. Final Operating Capability will follow in Release 2 and be completed 8 months after kickoff.

Similar timeframes for the internal audience are anticipated, but the internal capability will be provided by the TDC and has other dependencies that may drive this timeframe, such as Interagency Agreement execution with the Department of Transportation Virtual University.

What other business areas/external groups are affected by the implementation of this initiative and how are they affected?

The SFA University organization will be greatly impacted in their day-to-day operations. Most significantly, employees who administer training will be impacted. Further, human resources will be impacted by those processes that integrate learning management, training and human resources functions. For example, systems/processes pertaining to skills management, performance management and employee information may be affected. The implementation plan includes reviewing and revising these related processes.

Additionally, organizations that sponsor conferences will be impacted. Staff will need to provide conference information to SFA University training administrators for inclusion in the course catalog. Staff who negotiate conference contracts will no longer need to include a registration system in the contracts, as one will be provided through the LMS.

SFA staff will need to learn how to use the LMS homepage to plan, register, and track their training. The LMS has a user-friendly interface that should be easy for most staff to learn. SFA external partners who attend training and conferences will need to be informed of any new registration processes.

What systems are impacted by the implementation of this initiative and how are they impacted?

The current website for assisting registration does not meet the needs of SFA University and will be retired. As new Human Resource systems are brought online using the Jamcracker platform, these systems will be integrated with the LMS. Related business processes will experience minor impacts.



What business processes are impacted by the implementation of this initiative and how are they impacted?

The business processes to be directly impacted include:

- Researching courses
- Course Registration
- Conference registration
- Curriculum planning
- Resource management (managing instructors, equipment, and classrooms)
- Certificate and name-tag printing
- Course evaluations
- Reporting on training usage and effectiveness
- Use of training delivery channels (CBT, WBT, Webcasting, etc...)

As stated above, other SFA processes such as human resources may be impacted by those processes that integrate learning management, training and human resources functions. For example, human resources processes pertaining to skills management, performance management and employee information may be affected.

Enterprise Impact

What are the impacts on the Enterprise from the implementation of this initiative? (Please detail decisions needed from Department)

SFA University is partnering with TDC to provide training services for internal staff. Further, the proposed business case includes the capability to provide registration services for other Department conferences. Inquiries within the Department have been made to determine the opportunity for external registration services.

All organizational units within SFA will be end-users of the system, and will therefore be affected in the sense that all training will be available through the LMS.

External customers who are end-users of the system will use the new system for training and conference registration.

Accessibility

Please indicate how the initiative complies with accessibility guidelines. The Department and SFA's Accessibility Guidelines can be found at the following URL:

<http://connected.ed.gov/policies/index.cfm?navID=71C6D478-E6E0-4C0E-B9D1324CFF996047&menuItem=2&subMenuItem=1>

Please be sure to comment on the effort of this initiative to meet Section 508 requirements.

The SFA University LMS Team consulted Joe Tozzi and Don Barrett of the Assistive Technology Group (ATG) repeatedly during Phase I. The ATG team provided a 508 checklist that was sent to LMS vendors in the vendor packet. The two vendors who received the highest scores during the selection process were invited to be evaluated by ATG to determine their compliance with Section 508 on Monday, August 27, 2001. Both applications performed extremely well in meeting the 508 compliance criteria, and at present, the LMS team is waiting for ATG's final report.

Technologies Used

List the proposed technologies that will be used to implement this project.

Internal

The internal audience will be using Training Server by Think. This decision was made by TDC without the input of SFA University or Modernization Partner.



External

The external audience will use Saba Learning Enterprise for LMS services and hosting. Saba Learning Enterprise will be integrated onto the Jamcracker platform.

Name/type	Proposed use	Has technology been used at SFA before? Where?	Does Technology fit SFA's Architecture Standard? Explain.	Does SFA have the technical expertise to implement this technology? Why?
Saba Learning Enterprise	LMS—external customer	No	Yes	No
Thing's Training Server	LMS—internal customer	No	TBD	No

Benefits

Provide a narrative discussion to explain why SFA is the doing the initiative and what project objectives or expected outcomes can be quantified and how can they be measured. Demonstrate that the initiative supports the goals and objectives of SFA, how it supports these goals and objectives, to what extent it helps SFA achieve these goals and objectives and when these benefits will be realized. Also, comment on how this initiative contributes to the financial integrity of SFA's systems.

The primary benefits for the Learning Management System are improving customer and employee satisfaction. Reductions in unit costs may be achieved by reducing the effort to administer training services. Given that the current system does not provide the desired capability, a cost comparison with an existing system/capability is not possible.

Reduce Unit Cost (HARD DOLLARS)

Quantified Benefit (\$)	How will benefit be measured/realized?	When will benefit be realized?
\$15,000 per year No longer need to pay for CIO registration website maintenance	Reduction in contract cost	5 months after Task Order signed
\$36,000 per year No longer need to pay for contract to update content on CIO registration website	Reduction in contract cost	5 months after Task Order signed
Reduced contract cost for contractors to conduct registration and training management (cannot be quantified until contracts re-negotiated since the current contracts breakdown cost by services)	Reduction in contract cost (Approximately \$23,000 per training/conference event. SFA sponsors 16 events for a total of \$368,000)	As contracts are re-negotiated and 5 months after Task Order signed
<i>Assumptions</i>		
<ul style="list-style-type: none"> The current registration website only provides registration capability, but no system exists that has all the capabilities of an LMS, therefore, a cost comparison with an existing system/capability is not possible. 		



Increase Customer Satisfaction

Quantified/Qualitative Benefit	How will benefit be measured/realized?	When will benefit be realized?
External Partners will have reliable and easy access to training information in a course catalog.	<ul style="list-style-type: none"> Improved customer feedback through surveys Reduced customer inquiries 	5 months after Task Order signed
One site for all registration (both training and conferences) will simplify registration process and reduce confusion	<ul style="list-style-type: none"> Improved customer feedback through surveys Reduced customer inquiries 	5 months after Task Order signed
Revised registration and logistics process will eliminate the current complicated and often "down" SFA University registration site	<ul style="list-style-type: none"> Improved customer feedback through surveys Reduced customer inquiries 	5 months after Task Order signed
Accurate notifications of registration and cancellations via email	<ul style="list-style-type: none"> Increased class fulfillment % Reduced inquiries Reduced cancellations 	5 months after Task Order signed
The ability to provide feedback through surveys will enable customers to have a significant impact on the training that is offered in the future	<ul style="list-style-type: none"> Increased course attendance Improved customer feedback through surveys 	8 months after Task Order signed
<i>Assumptions</i>		
<ul style="list-style-type: none"> Many benefits will be realized after phase 2 (5 months after IRB approval) but will not be measured until the survey capability is implemented during phase 3 (5-8 months after IRB approval). 		

Increase Employee Satisfaction

Quantified/Qualitative Benefit	How will benefit be measured/realized?	When will benefit be realized?
Employees will have reliable and easy access to training information for both registration and development plans	<ul style="list-style-type: none"> Improved employee feedback through surveys Reduced employee inquiries 	Upon implementation of the LMS by TDC.
Revised registration and logistics processes will eliminate the current complicated and often "down" SFA University registration site	<ul style="list-style-type: none"> Improved employee feedback through surveys Reduced employee inquiries 	Upon implementation of the LMS by TDC.



Accurate notifications of registration and cancellations via email	<ul style="list-style-type: none"> Increased class fulfillment % Reduced employee inquiries Reduced cancellations 	Upon implementation of the LMS by TDC.
The ability to provide feedback through surveys will enable employees to influence future training which is more closely aligned with skill development needs	<ul style="list-style-type: none"> Increased course attendance Improved employee feedback through surveys 	Upon implementation of the LMS by TDC.
Employees will have a complete and accurate record of their training history instead of a fragmented record held in multiple locations	<ul style="list-style-type: none"> Improved employee feedback through surveys Reduced employee inquiries 	Upon implementation of the LMS by TDC.
<i>Assumptions</i>		
<ul style="list-style-type: none"> Realization of the benefits is dependent on the implementation of the LMS by the TDC and assumes that the LMS is configured to meet SFA's stated requirements. 		

OTHER COST BENEFITS: (Include Avoidance of Future Costs, Reduction to any Non- SFA entity's costs and Other Unquantified Benefits)

Quantified/Qualitative Benefit	How will benefit be measured/realized?	When will benefit be realized?
Avoidance of duplicative costs: Dept. of Education TDC will pay the implementation costs for the LMS that will be used by internal staff	TDC Implementation costs are estimated at \$300,000	Upon implementation of LMS by TDC.
Avoidance of duplicative costs: Dept. of Education TDC will pay for seat licenses for internal staff to use the Thing LMS and CBTs	\$125 a license x 1200 staff members = \$150,000 annually	Upon implementation of LMS by TDC.
Automated registration – reduced manual effort	Employee and customer surveys, increased course attendance Reduced customer and employee inquiries	5 months after Task Order signed, and upon implementation of LMS by TDC.
Automated course scheduling – reduced manual effort	Reduced administrative time	5 months after Task Order signed
Automated course evaluation process – elimination of data entry; improved data gathering	Reduced administrative time	8 months after Task Order signed



Automated reporting – reduced SFAU staff effort to create reports manually in desktop tools	Reduced administrative time	5 months after Task Order signed
Reduced logistics planning	Course fulfillment % and course attendance will be tracked to provide accurate projections of logistic needs for future classes	5 months after Task Order signed
Elimination of courses or re-purposing courses to less costly delivery channel (web-based, self-study); specific benefit based on costs of revised courses	Attendance and course feedback information will be used as input to assess if a course should be eliminated or revised. Course elimination or revising course delivery will reduce training delivery costs such as travel and material costs.	8 months after Task Order signed
Ability for individual’s to plan and track their own training	Customer feedback surveys will assess efficiency of training process	After TDC implementation of LMS
Reduced time for employees and administrators to discuss training inquiries; estimated reduction of 25% of phone inquiries	The number and type of inquires will be tracked to measure if the number of technology based inquiries increase and the number of phone inquires decrease	8 months after Task Order signed
<i>Assumptions</i>		



Estimated overall dollar amount of all benefits listed above.

Quantified Benefits					
BY (FY02)	BY+1 (FY03)	BY+2 (FY04)	BY+3 (FY05)	BY+4 (FY06)	Total
\$36,000 ¹	\$36,000 ¹	\$36,000 ¹	\$36,000 ¹	\$36,000 ¹	\$180,000
\$15,147 ²	\$15,147 ²	\$15,147 ²	\$15,147 ²	\$15,147 ²	\$75,735
					\$255,735
<i>Assumptions</i>					
<ul style="list-style-type: none"> • Quantified benefits were assessed during Phase 1 after requirements are gathered • No existing system exists to evaluate for cost • Cannot quantify reduction in contractor costs until contracts re-negotiated and related costs isolated <ol style="list-style-type: none"> 1. Site maintenance estimates for current website 2. Administrative support estimates for current website <p>This figure does not include the cost avoidance figures, or the estimates for savings in contract costs.</p>					



Costs

Provide costs, including those to implement the initiative and the costs to support it over its useful life.

There are no direct costs for the internal audience. TDC will pay for implementation costs, licenses, and use of CBTs for all SFA staff.

External Audience

The following cost figures are for implementation of a Learning Management System on the Jamcracker platform for the external audience.

Dollar Values in \$000		Prior to BY	BY	BY+1	BY+2	BY+3	BY+4
Fiscal Year			FY02	FY03	FY04	FY05	FY06
SECTION 1 - LEGACY BASELINE							
Legacy System Costs							
Legacy System							
VDC Operating Costs							
System O&M							
Other Costs ¹		\$ 526	\$ 526				
TOTAL Legacy Cost	A	\$ 526	\$ 526	\$ 526	\$ 526	\$ 526	\$ 526
SECTION 2 - MODERNIZATION INVESTMENT							
Modernized System Investment							
Modernized System Development							
Vision Phase/Requirements Phase		\$ 150	\$ -				
Design Phase			\$ 300				
Construction Phase			\$ 450	\$ 600 ³			
Deployment Phase			\$ 200				
QA - IV&V ²			\$ 25				
QA - Security Assessment ²			\$ 25				
Production Support - VDC Services			\$ -				
Other Costs			\$ -				
TOTAL Modernization Investment	B	\$ 150	\$ 1,000	\$ 600 ³	\$ -	\$ -	\$ -
Modernized System Operations							
Modernized O&M			\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Legacy O&M				\$ -	\$ -	\$ -	\$ -
TOTAL Modernization Operations	C	\$ -	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
TOTAL Modernization System Investment	B+C	\$ 150	\$ 1,250	\$ 250	\$ 250	\$ 250	\$ 250
SECTION 3 - SAVINGS							
Projected Savings							
Total Modernization System Investment *	E=B+C	\$ (150)	\$ (1,250)	\$ (250)	\$ (250)	\$ (250)	\$ (250)
Total Savings/Year **	F=A+B	\$ -	\$ (724)	\$ 276	\$ 276	\$ 276	\$ 276
Cumulative Savings		\$ -	\$ (724)	\$ (448)	\$ (172)	\$ 104	\$ 380
Net Annual Return	H=E+F	\$ (150)	\$ (724)	\$ 276	\$ 276	\$ 276	\$ 276
Cumulative Net Annual Return	I=I+H	\$ (150)	\$ (874)	\$ (598)	\$ (322)	\$ (46)	\$ 230
* Investment shown as a negative number value							
** Savings shown as a positive number value							
TOTAL FY02 IRB Funds Requested			\$ 1,000				
TOTAL FY02 Operations Funds Requested			\$ 250				

Assumptions:

- No existing system exists to evaluate for cost, estimated cost to contract for services \$526,300. This number is based on \$382,500 for conference registration, \$118,000 for contracted registration services, \$10,800 for video conference registration, and \$15,000 for the ED CIO registration website.
- IV&V and Security Assessment are primarily paid for by Task Order 62, Automated Human Capital Model.



3. Integration of TVU LMS and Jamcracker; NOT included in the calculation of Cumulative Net Annual Return since this cost represents functionality and benefits not represented in this business case.

Total Cost of Ownership

What is the level of required enhancement after implementation?

Internal

TDC will pay for license and ongoing maintenance costs. Future integration of the internal LMS with Jamcracker will need to be provided. This integration will provide data sharing between the LMS and the performance management system and other SFA specific HR systems. This cost is estimated at \$600,000. This effort is not addressed by this business case, nor is there sufficient money in the “IRB placemat” for this effort. SFA University does not recommend pursuing this integration until the TDC implementation is successful and SFA HR systems are implemented. It is anticipated that this will be reviewed for FY03 as part of an initiative to integrate the internal LMS with the Jamcracker platform.

External

Annual license and maintenance costs will provide system maintenance and upgrades. Capability enhancements are only required as the need for services and capabilities are revised. Course and employee data will be updated as the information is revised. Should changes be made to other systems that share data with the LMS, these interfaces will need to be maintained.

What is the life span of this initiative?

The life span of the initiative is 8-10 months after IRB award.

Alternatives

Discuss what could be done in place in this initiative and describe the consequences of each alternative.

Alternative	Consequence
Remain as-is	<ul style="list-style-type: none"> • No current internal training system exists, so employees will have to search multiple locations to find courses that match their desired skills. • The system cannot be updated while operating. It is nearly impossible to implement updates to the system while external workshops are ongoing. • ED Server is not maintained 24/7. When the server goes down, SFA does not know until users start calling and emailing. Then they have to locate someone at ED LAN to request that contractors inspect the server. Often the system will be down for days at a time. • Low customer satisfaction because the system does not provide information on specifics for each workshop. • SFA will have no accurate record of employee training and development. • Continued maintenance costs, and customer complaints due to ineffectual value provided by current fragmented systems • Continued lack of employee empowerment and low job satisfaction • Inability to provide reporting data for the cost effectiveness of different types of training
Non-technology solution	<ul style="list-style-type: none"> • Enterprise integration capabilities will not exist • SFA University will continue to pay high costs of outsourcing and maintaining outdated systems owned by ED and various contractors • More SFA University employees will need to be hired to address the growing requests for training support services from other SFA channels • Employees will have limited access to training history and training options
Enhance an existing	<ul style="list-style-type: none"> • Functionality limited by system requirements



system	<ul style="list-style-type: none"> • Significant costs to design and build the system capability will result in higher costs than those proposed in the business case • Continued maintenance costs, ineffectual value provided by current fragmented systems • Lack of control over system input causes training information to be out of date • System maintenance and updates are only possible during ED LAN downtime
Implement on a smaller scale	<ul style="list-style-type: none"> • Limited services may not be extended to all external customers • Enterprise integration capabilities will not exist • Majority of costs to implement will be incurred without achieving full benefits • Some services may need to be provided by hiring more SFA U employees to address the growing requests for training support services from other SFA channels

Risks

Risk	Description of Risk	Mitigation Strategy
Financial	<ul style="list-style-type: none"> • Maintenance and hosting costs could increase over time • Actual costs negotiated could vary from estimated “quoted” costs 	<ul style="list-style-type: none"> • Detailed costs will be negotiated and contracted
Technology	<ul style="list-style-type: none"> • Limited integration with related systems as a result of incomplete requirements and/or incompatible systems 	<ul style="list-style-type: none"> • Formal software selection process • Software implementation via Jamcracker platform to provide common integration platform • ASP approach
Scope	<ul style="list-style-type: none"> • Incomplete or inaccurate services and capabilities deployed 	<ul style="list-style-type: none"> • Requirements identified and confirmed during Phase 1 with all stakeholders
Management	<ul style="list-style-type: none"> • Problems with implementation may cause customer and employee satisfaction performance measures to decrease 	<ul style="list-style-type: none"> • Requirements identified and confirmed during Phase 1 with all stakeholders
Exposure	<ul style="list-style-type: none"> • Impacts all SFA staff and all external partners who attend training and conferences. 	<ul style="list-style-type: none"> • Mitigate with the execution of a communication, training plan, and rollout plans

Acquisition Strategy

Sources *(Indicate the prospective sources of supplies or services that can meet the need of this project. List the most likely offerors for the requirement, and/or the manufacturer and model of the equipment that will most likely be offered).*

For external LMS - Saba Learning Enterprise or Click2Learn Ingenium. Several other LMS providers were considered including: THINQ Training Server, Docent Enterprise, Knowledge Planet KP2000, LearnFrame, Plateau, and Smartforce. A build option was also considered but determined to be cost prohibitive.



Competition *(Describe how competition will be sought, promoted, and sustained throughout the course of the acquisition, including any performance requirements that will be required).*

During Phase 1, requirements were gathered to define the services and capabilities required. These requirements directed the software selection process and ensured the selection of a best-of-breed provider. All requirements, including technical requirements, were validated with users and stakeholders and then submitted to potential providers in a vendor packet. Providers were screened based on responses to these requirements and then a refined short list of providers were invited to demonstrate their product to the LMS Team. At the end of Phase 1, SFA University selected a provider based on its ability to deliver the services and capabilities required, compatibility with the technical environment, product stability, 508 compatibility and pricing.

Contract Considerations *(For each contract contemplated, discuss contract type selection; use of multiyear contracting, options, or other special contracting methods, ex: performance-based).*

For the external audience, the contract will be executed in conjunction with the existing Jamcracker contract. TDC is executing the contract for internal LMS services with the Department of Transportation Virtual University.



Phase 2 Milestones (including acquisition cycle)

Milestone	
Release 1 – Design, Build and Implement Basic LMS Functions for internal and external customers	5 months duration
Finalize business design	October 31 (1 month after Task Order signed)
Finalize functional design	November 30 (2 months after Task Order signed)
Finalize technical design	November 30 (2 months after Task Order signed)
Finalize process design	December 31 (3 months after Task Order signed)
Determine deployment plan	December 31 (3 months after Task Order signed)
Determine security design	November 30 (2 months after Task Order signed)
Configure LMS	January 31 (4 months after Task Order signed)
Load data	January 31 (4 months after Task Order signed)
Test system functionality	January 31 (4 months after Task Order signed)
Pilot LMS core functionality	February 28 (5 months after Task Order signed)
Deploy LMS core functionality	February 28 (5 months Task Order signed)
Release 2 – Customize and Extend LMS for external customers	3 months duration
Finalize functional design of customizations	March 31 (6 months after Task Order signed)
Finalize process design of customizations	March 31 (6 months after Task Order signed)
Finalize technical design of customizations	March 31 (6 months after Task Order signed)
Determine deployment strategy	March 31 (6 months after Task Order signed)
Build customizations	April 30 (7 months after Task Order signed)
Test customizations	April 30 (7 months after Task Order signed)
Pilot LMS customizations	May 30 (8 months after Task Order signed)
Deploy LMS customizations	May 30 (8 months after Task Order signed)

Assumption: Dates assume that the Task Order will be signed in time for an October 1st start date. If the task order is delayed, all milestone dates move out accordingly.