
**Office of the Inspector General
Corporation for National and Community Service**

**Review of the Corporation's
April 21, 1999 Action Plan Progress Report**

**Report Number 99-25
May 19, 1999**

May 19, 1999

The Honorable Ted Stevens
Chairman
Committee on Appropriations
United States Senate
Capitol Building
Washington, D.C. 20510-6025

The Honorable C. W. Bill Young
Chairman
Committee on Appropriations
U.S. House of Representatives
H-218 Capitol Building
Washington, D.C. 20515-6015

This is our third report in compliance with the requirements established in the House of Representatives Conference Committee Report accompanying P.L. 105-276.¹ In the Committee Report, the Conferees require that the Office of the Inspector General review and comment on the Corporation for National and Community Service's Action Plan and subsequent updates within 30 days of their submission to the Congress.

Our review of the Corporation's April 21, 1999 updated Action Plan² revealed that the Corporation continues to make progress on accomplishing the tasks delineated in the Plan. However, as discussed below, the nature of the Plan and the importance of the remaining tasks still precludes our ability to comment on the Plan's effectiveness in implementing financial management reforms.

¹In the House of Representatives Conference Committee Report accompanying P.L. 105-276, the Conferees stated that \$3 million of the Corporation's fiscal year 1999 administrative appropriation was earmarked for funding financial management reforms. The Conferees stipulated that within 60 days of enactment, the Corporation must submit to the House and Senate Committees on Appropriation a detailed Plan for the expenditure of the funds and provide Plan updates every 60 days on the use of the funds. The Corporation's OIG is to independently review and comment upon the Plan and each update within 30 days of their submission to the Congress. OIG's previous reviews were issued as OIG Reports 99-17, *Review of the Corporation's Action Plan*, dated January 13, 1999, and 99-23, *Review of the Corporation's February 19, 1999 Action Plan Progress Report*, dated March 19, 1999.

²The Corporation's Action Plan Progress Report is included as an Appendix.

The Corporation continues to make progress on the Action Plan; however, only three of 40 objectives have been achieved.

The Corporation's April 21, 1999 Action Plan update indicates that the Corporation has made progress on the Plan since its inception. It reports that 51 percent (103 tasks) of the tasks listed in the Plan have been completed as of April 21, 1999. In comparison, 39 percent of the tasks were complete as of the last update in February 1999. However, while approximately one-half of the Plan's action items are categorized as accomplished and over one-half of the Plan's time frame has passed (the Plan covers fiscal year 1999), only three out of 40 objectives are fully completed. There have been no dramatic accomplishments in terms of financial management reform. Of the three objectives accomplished to date, one documents the Corporation's decisions regarding a May 1998 National Academy of Public Administration study. The other two are part of seven objectives required to achieve Year 2000 compliance.

Most of the remaining objectives and tasks are those that are the more difficult to accomplish and those that are the most critical for the Plan's success. As we previously reported, the Action Plan is designed to list many separate tasks related to achieving specific objectives or corrective actions. Many of the critical and resource-consuming tasks are those at the end of the process. In fact, over one-half of the objectives are not scheduled to be completed until the fourth quarter of fiscal year 1999. Therefore, most, if not all of the tasks necessary to achieve a given objective must be completed before OIG can assess their effectiveness, or determine whether improvements in financial management have occurred.³

Milestones are being extended.

In its February update to the Action Plan, the Corporation extended the milestones for 35 tasks. In the April update, the Corporation has extended an additional 34 tasks. In our view, a total of 69 extensions on a total of 203 milestones (34 percent) calls into question whether the milestones are realistic. Further, nine of the 69 tasks have been extended twice. Among these nine tasks are two which relate to hiring a Chief Information Officer (CIO). Hiring a CIO to provide much needed leadership in the Corporation's information technology management is crucial to the success of the information technology improvement goals.

In explaining the extensions, the Corporation's Senior Operations Officer commented that, while it is difficult to address the number of extended dates on a global basis and numerous things can impact the planned completion date for any given task, the revised due dates are primarily the result of developing better knowledge of the time required to accomplish tasks and clearer identification

³In addition to responding to each of the Corporation's submissions within the 30-day time frame established in the Conferees' report, OIG will expand its reporting to include a comprehensive study of the Corporation's progress to improve its financial management. The study will be performed during the final quarter of this fiscal year after the scheduled completion date of most of the Corporation's efforts under the Plan.

of needs and approaches to accomplishing tasks as the Plan progresses. She stated that the estimated completion dates are aggressive, but the status of tasks in the Plan and the completion dates are frequently discussed in staff and senior management meetings, and the dates are established with as much precision as possible. Nonetheless, the number of revisions made to milestone due dates indicates that the Corporation may be overly optimistic about its ability to meet the milestones and that it may not be adequately planning for the accomplishment of the tasks.

The April 21, 1999 update does not include expenditure information.

In February, the Corporation provided its cost estimates related to the \$3 million in fiscal year 1999 appropriations earmarked for financial management reforms. As part of our review of these estimates, we requested that the Corporation provide actual expenditure information in future updates. However, the Corporation did not provide information on its actual expenditures in the April 21, 1999 update. As we have stated in previous reports, the Corporation lacks a reliable cost accounting system and has not established an alternative means of systematically tracking these expenditures.

The Plan lacks adequate measurements to assess the effectiveness of corrective actions.

To achieve its goal of improved financial management, the corrective actions designed by the Corporation must be fully implemented and a process established to determine that the corrective actions are working as intended. However, as we have stated in previous reports, the Plan lacks sufficient standards or objective measures against which to assess improvement. Additionally, several of the objectives end with the development of a Corporation policy and/or procedure, but do not carry through to the implementation of the corrective action.

The Corporation has added several new tasks to the Plan since its inception. While the additional tasks incorporated in the current update improve the level of detail for certain tasks and objectives, they only add granularity to others. For example, under goal one, objective five, “implement a new financial management system,” a task that was originally “test system” has evolved into three tasks that address testing - “develop test plans,” “test online documentation,” and “begin system testing.”

OIG recommended in the prior Action Plan reviews that, as the Corporation continues to refine and revise the Action Plan, it include tasks under each objective designed to result in the effective implementation of a corrective action(s) and to monitor the actions and assess whether they are, in fact, achieving the intended goal. The Corporation added 26 tasks to the Plan between the last update and the current update; however, several objectives still lack tasks to measure or assess the effectiveness of the corrective actions.

Implementation of the new financial management system has been postponed.

OIG had commented in its review of the February 19, 1999 Action Plan update⁴ that we had concerns about the Corporation's ability to implement the new financial management system by June 29, 1999. The April 21, 1999 update has extended the completion date for this objective to July 28, 1999. However, given the extensive amount of modifications to transactions, system interfaces, testing, and user training that will be required, OIG remains concerned that the Corporation will be unable to meet this extended milestone.

In addition, the Plan indicates that the current financial management system, Federal Success, will be shut down on June 30, 1999. However, the new system, Momentum, is not scheduled to be operational until July 26, 1999. Corporation representatives have informed us that accounting transactions and financial data will be maintained manually during this 28 day period and that steps will be taken to minimize the number of transactions that must be processed and maintained manually. The use of manually maintained accounting records increases the risks for errors in completeness, classification, and accuracy of new data entered into the new system when it becomes operational. The longer the period of time between the old system being shut down and the new system being operational, the greater these risks become. Given that there is no period of parallel processing with the old and new systems (indeed, neither of the automated financial management systems may be operational for up to nearly a month) and that Year 2000 represents a deadline that cannot be postponed or extended, OIG is concerned about the risk of lost and incomplete data during this system conversion.

The Corporation's Financial Systems Project Director has stated that the testing and "dry run" conversions that will be performed prior to shutting down Federal Success on June 30, 1999, will determine if the new system is capable of accurately storing and retrieving the Corporation's financial data. If these tests are not successful, the Corporation will not shut down the old system and will continue to utilize it for as long as necessary. However, since Federal Success is not Year 2000 compliant, this "fallback plan" could only succeed to the end of the calendar year, at best. Even now, continued operation of the old system requires creative practices and "work-around" exercises. For example, to process grants that extend beyond calendar year 1999, the Corporation must enter "12/31/99" into the data field for the grant completion date and put the actual completion date into a "comments" field. During conversion to Momentum, a programming routine will convert the date in the comments field into the date for grant completion. This type of data manipulation, while necessary for the continued operation of the system and perhaps not a complex programming effort in and of itself, only increases the opportunity for erroneous data to be carried from the old system into the new system.

⁴OIG Audit Report 99-23, *Review of the Corporation's February 19, 1999 Action Plan Progress Report.*

Corrective actions planned to implement goal 9, Procurement Management, need to be strengthened.

In OIG Audit Report 98-24, *Audit of the Corporation's Procurement and Contracting Processes and Procedures*, we concluded that the Corporation lacks an effective procurement system and that it has not complied with all applicable statutory and regulatory requirements. Moreover, the number, nature, and significance of the audit's findings indicated that the Corporation's procurement process is vulnerable to fraud, waste, and abuse. To address these issues, the Corporation added a goal to the Plan in the February update to award and administer contracts in compliance with statutory and regulatory requirements. However, most of the objectives and tasks in this goal result in providing training to procurement staff. Given the nature and extent of our findings and recommendations, we do not believe that training alone will correct these conditions. Additionally, the Corporation proposes that the same personnel responsible for the deficiencies in procurement operations will be responsible for the corrective actions, without any indication that these individuals have received training and are now capable of developing and implementing corrective actions. We remain concerned that the objectives under the Action Plan will not result in significantly improved procurement management.

The Corporation's management controls assessment process requires improvement.

Another critical task the Corporation reports as completed is the establishment of a formal management control plan on March 31, 1999. This plan represents part of the basis for the Corporation's assertions that current internal controls provide "qualified assurance" that control objectives⁵ are being met, made in its *1998 Annual Reports to Congress*. This "qualified assurance" is based on self-assessments performed by Corporation managers; the results of recent audits issued by OIG on the fiscal year 1998 financial statements and procurement management; and the day to day management practices used by the Corporation. OIG reviewed the management control report prior to its issuance and provided comments to the Corporation on April 16, 1999. We stated that the limited information in the management assessments and the highly critical appraisals in the two OIG reports cited provide no basis for "qualified assurance," and we advised the Corporation to report in its fiscal year 1998 management report that current management controls provide no assurance that internal control objectives are being met.

⁵According to OMB Circular A-123, "Management Accountability and Control," internal controls are to reasonably assure that (i) programs achieve their intended results; (ii) resources are used consistent with agency mission; (iii) programs and resources are protected from waste, fraud, and abuse; (iv) laws and regulations are followed; and (v) reliable and timely information is obtained, maintained, reported and used for decision-making.

This OIG letter is being sent to all members of the Senate and House Appropriation Subcommittees on Veterans Affairs, Housing and Urban Development, and Independent Agencies. Because of the nature of the Conferees' request, as well as the short time frame for preparation and submission, we did not obtain agency comments. If you or your staff have any questions or wish to discuss these matters, please contact Bill Anderson, Assistant Inspector General for Audit, or me at (202) 606-5000, extension 390.

A handwritten signature in black ink, reading "Luise S. Jordan". The signature is written in a cursive style with a large initial "L".

Luise S. Jordan
Inspector General

Appendix

APPENDIX A

Corporation Action Plan Progress Report Dated April 21, 1999

Action Plan

Goal 1 General Control Environment Establish a strong and effective general control environment, including a commitment to excellence, organizational structure, and assignment of authority and responsibility

Objective	Task	Description	Planned Completion Date	Revised Date	Actual Date
Objective 1	Obtain an unqualified opinion on the Corporation's financial statements				
	Task 1	Develop a comprehensive plan to correct material weaknesses and other reportable conditions identified in Inspector General financial statement audit reports and auditability assessments	12/21/98		12/21/98
	Task 2	Monitor progress (formal report to Congress every 60 days). Next report due: 4/21/99	2/21/99		2/19/99
	Task 3	Prepare draft FY 1998 financial statements	12/11/98	12/18/98	12/17/98
	Task 4	Inspector General issues audit of the FY 1998 financial statements (statutory date)	3/31/99		4/9/99
	Task 5	Corporation issues audited FY 1998 financial statements and Annual Report	4/30/99		
Objective 2	Issue a comprehensive set of Corporation policies and procedures.				
	Task 1	Contact responsible officials to assess existing policies and determine appropriate action (eliminate or revise/issue)	1/7/99		12/31/98
	Task 2	Receive feedback from responsible officials, including which new policies need to be written	1/31/99		1/28/99

Task 3 Develop schedule, format, and clearance process for issuance of Corporation policies and procedures 2/18/99 2/18/99

Task 4 Critical new procedures issued 9/30/99

Objective 3 Improve Corporation infrastructure

		Planned Completion Date	Revised Date	Actual Date
Task 1	Implement NAPA recommendation regarding appointment of a Chief Operating Officer			6/ 8/98
Task 2	Establish and implement new management team			6/22/98
Task 3	Revise and implement new organization structure			11/24/98
Task 4	Establish Executive Secretariat			12/15/98
Task 5	Allocate FY 1999 program administration funds in support of urgent management needs	1/ 8/99	1/20/99	1/22/99
Task 6	Appoint Chief Information Officer	2/28/99	5/28/99	
Task 7	Reorganize and establish Executive Officers for improved budget and management control	3/15/99	5/28/99	
Task 8	Review and update Corporation delegations of authority	4/30/99		

Task 6: CIO interviews will be conducted in May based on results of review panel received 4/21/99. Task 7: Two of 3 Executive Officer positions filled as of 3/15; third position: applications under review; expected to be filled by 5/28.

Objective 4 Implement an effective performance management system

		Planned Completion Date	Revised Date	Actual Date
Task 1	Develop Corporation-wide Annual Plan			9/30/98
Task 2	Obtain approval of Board of Directors			10/ 6/98
Task 3	Draft FY 2000 GPRA Performance Plan			10/ 6/98
Task 4	Include key financial management goals in FY 2000 performance plan	2/ 1/99		2/15/99
Task 5	Transmit FY 2000 GPRA Performance Plan to Congress	2/28/99		3/10/99
Task 6	Report on the review of performance indicators at the next board meeting	7/31/99		
Task 7	Submit proposed unified plan and budget for FY2001 to OMB	9/10/99		

Objective 5 Improve staff competencies through training

		Planned Completion Date	Revised Date	Actual Date
Task 1	Establish training initiatives group, co-chaired by Human Resources and the Department of Evaluation and Effective Practices			12/ 9/98
Task 2	Identify FY 1999 corporate training needs (most critical areas)	1/15/99		1/14/99
Task 3	Develop implementation plan and training schedule for FY 1999	2/15/99		2/11/99
Task 4	Develop implementation plan for FY 2000	6/30/99		

Task 5 Throughout year. conduct training for specific areas, e.g. AmeriCorps grant monitoring, travel, etc. 9/30/99

Task 5: Training budgets allotted to Corporation offices for individual training requests. Writing and travel management courses held in April.

Objective 6 Consider business process re-engineering recommendations made in NAPA study

Task	Planned Completion Date	Revised Date	Actual Date
Task 1 Set up task forces to review NAPA recommendations			9/30/98
Task 2 Draft reports from task forces to CEO for review	12/1/98	1/31/99	1/28/99
Task 3 Issue response to NAPA recommendations	2/28/99	3/12/99	4/1/99

Objective 7 Establish procedures to assess and report on Corporation management controls

Task	Planned Completion Date	Revised Date	Actual Date
Task 1 For FY 1998, obtain assurances from managers of selected units that assess management controls and identify weaknesses	1/31/99	2/5/99	2/8/99
Task 2 Management determines Corporation-level weaknesses	2/15/99		2/19/99
Task 2.1 COO follow-up with respondents on lower-level weaknesses	4/28/99		
Task 3 Issue FY 1998 management control report with financial statements	4/30/99		
Task 4 Establish formal management control plan	3/31/99		3/31/99

- Task 5 Conduct training on management controls for offices conducting assessments for FY 1999 6/10/99
- Task 6 Per FY 1999 Management Control Plan, receive management control reports from managers of six offices 6/30/99
- Task 7 Per FY 1999 Management Control Plan, receive management control reports from managers of 10 more offices 10/31/99

Objective 8 Improve the audit resolution process

		Planned Completion Date	Revised Date	Actual Date
Task 1	Revise and implement effective audit resolution procedures	2/28/99	5/28/99	
Task 2	Monitor timeliness of audit resolution and completion of corrective action. Next review: 5/99	3/26/99		3/26/99
Task 3	Establish a position in the Grants Office dedicated to resolution of grantee audits; recruit and select qualified candidate	2/28/99	4/30/99	

Task 3: Two candidates interviewed; job selection pending.

Goal 2 National Service Trust Ensure the integrity of the National Service Trust, accurately recording member information and service award liability, and efficiently processing transactions related to enrollment and award processing

Objective 1 Improve the quality of historic records in the Trust

		Planned Completion Date	Revised Date	Actual Date
Task 1	Electronically capture through imaging technology all existing Trust file documents		5/15/99	
Task 2	Analyze historical files electronically to determine where records could be improved and develop improvement plan	6/30/99		
Task 3	Improve the historic files	12/31/99		

Task 1: 99% of existing records have been imaged. However, quality control work on those images is only 85% completed.

Objective 2 Improve the timeliness and quality of the Trust's service to AmeriCorps members

		Planned Completion Date	Revised Date	Actual Date
Task 1	Provide phone coverage services through an outside vendor	1/5/99		12/21/98
Task 2	Provide data verification services through GSA schedule temporary services firm	1/5/99	3/15/99	3/1/99
Task 3.1	Begin to image enrollment forms and end-of-term forms	2/28/99	4/1/99	3/22/99
Task 3.2	Begin to image all remaining forms	2/28/99	5/15/99	
Task 4.1	Be able to retrieve enrollment forms and end-of-term forms electronically	3/31/99	4/15/99	3/22/99

Task 4.2	Be able to retrieve all other forms electronically	3/31/99	5/15/99
Task 5	Utilize electronic workflow software for Trust processing and workload management	5/31/99	
Task 6	Recruit and select FTE for data verification	7/31/99	
Task 7	Develop management reports using new imaging workflow software	8/31/99	

Objective 3 Improve the quality and timeliness of Trust data

		Planned Completion Date	Revised Date	Actual Date
Task 1	Reorganize Trust staff to align individuals responsible for data quality with a defined set of programs	1/5/99		1/4/99
Task 2	Begin to provide rosters quarterly to state commissions and programs by fax	4/30/99	5/15/99	
Task 3	Begin to send letters to all new enrollees asking them to verify data in the Trust database	6/1/99		
Task 4	Systematically resolve past year open data (including those members from program years 94 and 95)	9/30/99		
Task 5	Upon availability of requested FY 2000 appropriations, initiate efforts to enhance Trust system edit checks	10/1/99		

Objective 4 Improve the quality and timeliness of Trust data coming from state commission programs

	Planned Completion Date	Revised Date	Actual Date

Task 1	Continue work on a system utilizing the internet (a Web Based Reporting System - WBRS, version 1.5) for state commission programs to manage member participation and, through edit controls, ensure accurate information is captured upon enrollment	1/31/99	1/15/99
Task 2	Pilot the use of WBRS in a limited number of states	1/31/99	1/28/99
Task 3	Pilot the transfer of enrollment data from WBRS to the Trust system electronically	2/28/99	3/ 4/99
Task 4	Increase the number of state commissions using WBRS and transferring data electronically until all state commissions are participating	10/ 1/99	
Task 5	Add the electronic transfer of changed data and end of term information to the Trust database	10/ 1/99	

Task 4: Eight additional states have been trained on WBRS and will be transmitting enrollment data shortly.

Objective 5 Examine and strengthen procedures for AmeriCorps service hour reporting

		Planned Completion Date	Revised Date	Actual Date
Task 1	Conduct training sessions for commission staff and national non-profit grantees on reporting standards and procedures	1/15/99		1/13/99
Task 2	Issue proposed regulations related to consistency of treatment of AmeriCorps members released for "compelling personal circumstances"	2/28/99	3/31/99	4/ 9/99
Task 3	Issue final regulations on "compelling personal circumstances"	6/30/99	7/30/99	
Task 4	Eliminate the 95% rule (members who complete 95% of their service are eligible for a full education award)	9/ 1/99		

Objective 6 Improve the management of Trust investments

		Planned Completion Date	Revised Date	Actual Date
Task 1	Update outside expert advice obtained at Trust's inception on investment strategy and procedures	3/31/99		3/31/99
Task 2	Prepare an annual plan of Trust investments and monitor progress quarterly	3/31/99		3/31/99
Task 3	Throughout year, periodically update investment policies and procedures and publish on Corporation intranet site	9/30/99		
Task 4	Prepare options paper and proposed language for OMB review	5/10/99		

Goal 3 Financial Operations Improve stewardship of Federal funds and accuracy of Corporation accounting records through use of electronic media

Objective	Task	Planned Completion Date	Revised Date	Actual Date
Objective 1 Reconcile fund balance with Treasury	Task 1	Initiate review of monthly report to Treasury by Team Leader		10/ 1/98
	Task 2	Start written notification by Trust Fund to Accounting on investments with Treasury		11/ 5/98
	Task 3	Issue schedule for timely preparation and submission of monthly Statement of Transactions to Treasury	1/ 9/99	1/ 8/99
	Task 4	Determine cash adjustments to be made based on the first SF-224 produced from Momentum and report on July SF-224 to Treasury	7/ 8/99	8/10/99
	Task 5	Throughout year, Statement of Differences reviewed upon receipt and adjustments identified by end of every month	9/30/99	
	Task 6	Throughout year, report monthly to Treasury on cash adjustments resulting from data cleanup activities	9/30/99	

Objective	Task	Planned Completion Date	Revised Date	Actual Date
Objective 2 Perform data clean-up in preparation for conversion to new accounting system	Task 1	Procurement and Accounting Office Heads jointly develop contract data clean-up plan and define criteria for contract closeout	12/23/98	12/29/98
	Task 2	Reconcile and initiate adjustments to contract data prior to conversion	4/16/99	5/29/99

Task 3	Grants and Accounting offices jointly develop grant data clean up plan and establish criteria for financial closeout	1/11/99	2/16/99
Task 4	Reconcile and adjust grant data prior to dry-run conversion	4/16/99	6/ 4/99
Task 5	Make adjustments to accounting records based on analysis	5/14/99	6/ 7/99
Task 6	Perform reconciliation of grants in HHS-PMS system with accounting system	5/21/99	6/ 4/99

Note: As part of data clean-up, unliquidated obligations for administrative support activities have gone from \$100M in Dec. 98 to \$28M as of March 99.

Objective 3 Make payments via Electronic Funds Transfer (EFT)

		Planned Completion Date	Revised Date	Actual Date
Task 1	Inform VISTA volunteers of ability to convert to EFT			10/26/98
Task 2	Send followup notifications to VISTA volunteers not responding			12/11/98
Task 3	Second followup to non-respondents	2/11/99		2/16/99
Task 4	Notify Corporation vendors, contractors and grantees of EFT requirements			10/30/98
Task 5	Revise PSO training agenda to include emphasis on EFT	5/14/99		
Task 6	Throughout year, monitor progress in converting recipients to EFT	9/30/99		

Task 6: As of 4/15/99, 32% of VISTA volunteers are receiving payments via EFT.

Objective 4 Improve cash management

		Planned Completion Date	Revised Date	Actual Date
Task 1	Publish proposed Debt Collection regulations	1/29/99		1/28/99
Task 2	Finalize debt servicing agreement with Treasury	3/31/99		3/31/99
Task 3	Update internal debt collection procedures	3/31/99	5/15/99	
Task 4	Develop procedures for direct deposit and convenience checking in lieu of Imprest Fund	2/1/99		2/10/99
Task 5	Based on new debt collection procedures, send dunning letters to delinquent debtors advising that debt is being referred to Treasury	6/4/99		

Goal 4 Grants Management Create a single grants management program--from application through evaluation, award, administration and close-out--that provides stewardship over Federal funds in a cost-effective manner.

Objective 1 Re-engineer the Corporation's grants processes to achieve workload efficiencies and improve customer service

Task	Description	Planned Completion Date	Revised Date	Actual Date
Task 1	Review NAPA report and prepare recommendations for CEO on grant processes and policies	12/12/98	1/31/99	1/28/99
Task 2	"Map" the Corporation's current grant processes for VISTA and NSSC	12/ 5/98	1/15/99	1/12/99
Task 3	"Map" the Corporation's current grant processes for NCSA grants	1/15/99	1/28/99	2/ 1/99
Task 4	Review current processes based on the "map," identify redundancies, inefficiencies and gaps, and prepare recommendations for change	5/15/99		
Task 5	Examine the AmeriCorps grants process for formula programs and make recommendations for improvement/simplification	2/ 1/99		1/28/99
Task 6	Implement fixed grant award policies for AmeriCorps Promise Fellows			10/30/98
Task 7	Revise the process for review and award of 1999 commission administrative funds, PDAT & disability grants to improve efficiency. Goal is to make awards within 30 days of receipt of application.	1/31/99		3/15/99
Task 8	Issue final regulations for three Senior Corps programs	3/31/99		3/24/99

Task 7: As of 3/15/99, staff had awarded all grants (43 out of 49) that could be awarded. Exceptions are those 3 states that have not yet submitted their application, or states making changes.

Objective 2 Award NCSA grants earlier in the year to improve grantee and program management

		Planned Completion Date	Revised Date	Actual Date
Task 1	Establish a timeline for issuing FY 1999 program awards on an earlier schedule	2/15/99	2/26/99	2/26/99
Task 2	Throughout year, regularly monitor comprehensive timeline	9/30/99		
Task 3	Develop an executive reporting system for grant awards	4/ 1/99		4/ 8/99
Task 4	Develop a consolidated timeline for the FY2000 NCSA grant cycle that supports earlier award processes	3/15/99	6/ 1/99	
Task 5	Complete the revision of grant application guidelines for FY2000 program year	7/ 1/99		

Task 4: The Corporation is expanding its consultation to more grantee organizations on FY 2000 grant cycle.

Objective 3 Enhance monitoring activities

		Planned Completion Date	Revised Date	Actual Date
Task 1	Conduct training program for NCSA grantees on program and financial administration	1/15/99		1/13/99
Task 2	Identify NCSA site visits based on defined risk assessment criteria	1/31/99		1/31/99
Task 3	Develop and implement A-133 (Single Audit) procedures for Corporation grant programs	5/15/99		

- Task 4 Perform comprehensive assessment of 5 or 6 state commissions focusing on oversight systems for financial management and compliance with grant requirements (State commission draft administrative standards review) 9/30/99
- Task 5 Throughout year, monitor implementation of new policy requiring a compliance monitoring site visit once every three years for 1200 Senior Corps grants 9/30/99

Task 5: NSSC issued revised policy on compliance monitoring.

Objective 4 Develop and implement close-out procedures for grants and cooperative agreements

	Planned Completion Date	Revised Date	Actual Date
Task 1 Discuss with current grantees policies and strategies to end current awards	1/15/99		1/12/99
Task 2 Draft, coordinate with Accounting, and issue interim policies and procedures for close out of NCSA grants	2/28/99	3/15/99	3/31/99
Task 3 Close out Commission on National and Community Service (Subtitle C and D grants)	3/31/99	5/15/99	
Task 4 Complete close out of remaining Commission on National and Community Service grants (Subtitle B)	6/30/99		
Task 5 Complete the close out of expired NCSA awards (except for open awards due to audits or investigations)	6/30/99		

Task 3: 40 of 50 grants have been closed-out as of 4/16/99.

Objective 5 Automate the cost-share billing system

Planned Completion Date	Revised Date	Actual Date

Task 1	Develop a cost-share module for the VMS system	12/ 1/98
Task 2	Test the new module in the Chicago and Philadelphia service centers	1/ 8/99
Task 3	Identify problems and implement modifications	1/15/99
Task 4	Complete test of system on first-quarter billings	1/29/99
Task 5	Complete documentation and user manuals	2/28/99
Task 6	Train service center staff on new system	2/19/99
Task 7	Implement the new system in all service centers for 2nd quarter statements	3/26/99
		3/12/99
		4/ 1/99
		4/30/99
		5/ 1/99
		5/ 7/99

Goal 5 Financial Systems Corporation accounting data is recorded in a Year 2000-compliant financial management system that meets Federal system standards

Objective 1	Implement new financial management system	Planned Completion Date	Revised Date	Actual Date
Task 1	Momentum selected as new financial management system			11/25/98
Task 2.1	Configure on-line documents in Momentum	2/ 9/99	3/ 2/99	2/26/99
Task 2.2	Configure interface and conversion documents	5/28/99		
Task 3	Develop test plans	4/22/99		
Task 4	Test online document processing	4/ 8/99	5/21/99	
Task 5	Complete VMS interface	4/22/99	7/21/99	
Task 6	Complete Momentum user manual	4/23/99	6/25/99	
Task 7	Begin system testing	5/ 3/99	4/26/99	
Task 8	Dry run conversion (FY 98 and prior)	5/20/99		
Task 9	Complete HHS Payment Management System interface	5/26/99	6/14/99	
Task 10	Dry run conversion (FY 99)	6/23/99		
Task 11	Complete SPAN (Trust Fund) interface	6/10/99	7/14/99	

Task 12	Complete user training	6/18/99	7/23/99
Task 13	Shut down Federal Success	6/24/99	6/30/99
Task 14	Begin live conversion	6/29/99	7/ 2/99
Task 15	Verify live conversion/bring up Momentum	6/29/99	7/26/99
Task 16	Complete National Finance Center payroll interface	3/16/99	7/28/99

Objective 2 Modify VISTA Management System (VMS) to pass required information to the Momentum interface

		Planned Completion Date	Revised Date	Actual Date
Task 1	Define accounting events that need to be passed to the accounting system (Federal Success)	1/15/99		1/13/99
Task 2	Develop requirements for outbound interface	3/ 2/99		2/25/99
Task 3	Program modifications to the VMS interface	3/31/99	4/19/99	4/19/99
Task 4	Test outbound VMS interface	3/19/99	4/28/99	

Goal 6 Financial Reporting Improve the accuracy and timeliness of Corporation financial statements.

Objective 1 Issue FY 1998 Audited Financial Statements

		Planned Completion Date	Revised Date	Actual Date
Task 1	Prepare FY 1998 Financial Statement Preparation and Audit Schedule			8/12/98
Task 2	Review and sign-off on adjustments for year-end closing			11/22/98
Task 3	Prepare draft FY 1998 financial statements	12/11/98	12/18/98	12/17/98
Task 4	Issue FY 1998 Management Letter	2/28/99	3/19/99	3/31/99
Task 5	Inspector General issues audit of FY 1998 financial statements (statutory date)	3/31/99		4/9/99
Task 6	Corporation issues audited FY 1998 financial statements and Annual Report	4/30/99		

Goal 7 Information Technology -- Year 2000 Complete remaining tasks to ensure that Corporation systems--hardware and software--are Year-2000 compliant

Objective 1 Make PC workstations Year 2000 compliant

Task	Planned Completion Date	Revised Date	Actual Date
Task 1 Assemble Y2K software release	12/7/98		12/7/98
Task 2 Test software release (Human Resources Department)	12/7/98		12/7/98
Task 3 Begin roll-out	12/8/98		12/8/98
Task 4 Complete workstation upgrade (HQ and Service Centers)	12/30/98		1/25/99

Objective 2 Remediate headquarters network

Task	Planned Completion Date	Revised Date	Actual Date
Task 1 Upgrade Headquarters server	11/27/98		11/27/98
Task 2 Begin Service Center server upgrades	2/1/99		12/1/98
Task 3 Complete Service Center server upgrades	2/25/99		12/7/98
Task 4 Assure Internal mail system is compliant	12/2/98		11/28/98
Task 5 Install firewall necessary for external mail compliance	12/9/98	2/19/99	2/19/99

Objective 3 Remediate disaster recovery network

	Planned Completion Date	Revised Date	Actual Date
Task 1 Initiate upgrade	2/ 4/99		2/ 4/99
Task 2 Complete upgrade and test disaster readiness	2/24/99	4/23/99	

Task 2: Equipment is back at off-site location; technical problems with Oracle should be resolved by 4/23/99.

Objective 4 Deploy software to State offices

	Planned Completion Date	Revised Date	Actual Date
Task 1 Prepare software upgrade on computer disc (CD) for state offices			12/ 8/98
Task 2 Replace legacy equipment	1/31/99	2/28/99	2/19/99
Task 3 Determine state office modem requirements for existing equipment	1/31/99	2/26/99	3/11/99
Task 4 Workstation software upgrades start	1/31/99		1/28/99
Task 5 Re-assess strategies for remaining field office personal computers; purchase new PCs for field	3/31/99		3/15/99
Task 6 Complete field workstation upgrades and install Y2K-compliant software			3/22/99
Task 7 Provide independent testing procedures to state offices to test workstations and laptops	5/ 1/99		
Task 8 Reconfigure State laptops with Y2K compliant software	6/30/99		

Task 9 Receive State Director reports on problems encountered during independent test process 7/15/99

Objective 5 Make each NCCC Campus compliant

	Planned Completion Date	Revised Date	Actual Date
Task 1 Confirm status of NCCC administrative network upgrade	1/31/99	3/31/99	4/9/99
Task 2 Determine requirements for NCCC classroom	2/28/99		4/9/99
Task 3 Make NCCC network compliant with Corporation standards	6/30/99		

Objective 6 Ensure that client-oriented database applications are Year-2000 compliant

	Planned Completion Date	Revised Date	Actual Date
Task 1 Determine most effective discovery methodology for identifying Year-2000 issues in Corporation desktop applications	2/15/99		2/5/99
Task 2 Ensure desktop applications and custom databases are compliant	5/31/99		

Objective 7 Independent verification and validation

	Planned Completion Date	Revised Date	Actual Date
Task 1 Determine independent verification and validation (IV&V) strategy	2/28/99		2/24/99
Task 2 Prepare and issue statement of work for IV&V contractor	4/15/99	4/23/99	

Task 3	Select IV&V contractor	5/15/99	5/21/99
Task 4	Assure that facilities are Y2K compliant; e.g., phone switch, fax, copiers, etc.	5/30/99	
Task 5	Complete verification process	8/31/99	

Goal 8 Information Technology Use information technology to make Corporation work processes more efficient, and to better access data for policy and decisionmaking.

Objective 1 Recruit Chief Information Officer (CIO) and provide appropriate resources for IT improvements

	Planned Completion Date	Revised Date	Actual Date
Task 1 Post vacancy announcement for CIO	12/22/98		12/22/98
Task 2 Select CIO	2/28/99	5/28/99	
Task 3 CIO develops plan and budget for IT improvements			

Task 2: CIO interviews will be conducted in May based on results of review panel received 4/21/99.

Objective 2 Improve State Office connectivity to HQ

	Planned Completion Date	Revised Date	Actual Date
Task 1 Perform cost benefit analysis of options for improving State Office access to email and Corporation databases	3/31/99		3/31/99
Task 2 Select three State offices for initial installation of frame relay equipment	4/9/99		4/9/99
Task 3 Secure and install frame relay circuits in pilot states	7/31/99		

Objective 3 Design Grants Information System

	Planned Completion Date	Revised Date	Actual Date

- Task 1 Design interim DVSA grants system to replace Federal Success grant module for award generation 6/ 1/99
- Task 2 Start design work on single Grants Information System for DVSA and NCSA programs 7/15/99

Objective 4 Design Procurement module

		Planned Completion Date	Revised Date	Actual Date
Task 1	Analyze options related to procurement data needs, including examination of off-the shelf systems	7/15/99		
Task 2	Select procurement module	8/15/99		

Goal 9 Procurement Management Award and administer contracts in compliance with statutory and regulatory requirements

Objective	Task	Planned Completion Date	Revised Date	Actual Date
Objective 1	Ensure that Corporation staff correctly use up-to-date procurement policies and procedures			
	Task 1	Revise procurement policies and procedures; ensure that related audit findings are addressed	6/30/99	
	Task 2	Provide training on use of Purchase Cards	4/30/99	
	Task 3	Provide training for procurement staff on FAR changes	5/31/99	
	Task 4	Provide training for Contracting Officer Technical Representatives (COTRs) and procurement staff on contract management	6/30/99	
Task 5	Complete corrective actions to address findings in procurement audit (98-24) except for procurement module (see Goal 8, Objective 4)	9/30/99		
Objective 2	Ensure that the Office of Procurement Services is organized and staffed to carry out its mission			
	Task 1	Hire new contract specialist	3/15/99	3/29/99
	Task 2	Redistribute workload	5/28/99	
Task 3	Hire new cost and price analyst	8/31/99		

Objective 3 Address audit findings related to personal services contracts

		Planned Completion Date	Revised Date	Actual Date
Task 1	Assess requirements for administrative support services. Recruit personnel in lieu of contracted administrative support (Encore contract expires)			12/31/98
Task 2	Assess requirements for professional services and determine appropriate manner in which to obtain	4/30/99		