

ANALYSIS

Item 35: Department of Veterans' Affairs Home Loan Service IT System Replacement

Analyst: Walt Campbell

Request: Acknowledge receipt of a report on the home loan service IT system replacement.

Analysis: The Oregon Department of Veterans' Affairs (ODVA) has submitted a report pursuant to the following budget note approved in SB 5538 (2023):

ODVA shall provide a summary status report that includes the scope, schedule, budget, major milestones, key issues, risks and progress to the Legislative Fiscal Office prior to the 2024 Legislative Session. Additionally, the agency is directed to continue qualified project management practices and notify the Legislative Fiscal Office of changes in the project management structure.

ODVA has originated and serviced veteran home loans for over 75 years. The agency has legacy information technology systems for both loan origination and servicing. Over the last several biennia, ODVA has worked towards replacing systems in both areas but made limited progress. In the 2021-23 biennium, priority was given to the home loan servicing system because the current platform, Loan Servicing and Accounting Management Software, was designated as end-of-life and would soon stop being supported.

The 2021-23 legislatively approved budget for ODVA authorized \$400,000 in Other Funds limitation for the Home Loan Service IT Replacement Project (HLS). In June 2022, the agency issued a Request for Proposal (RFP) for the project. Through the RFP process, two vendors were identified and put through multiple rounds of evaluations. In May 2023, a Notice of Intent to Award was issued to Mitas for their software-as-a-service Home Loan Servicing Solution (HLSS). Mitas will develop, configure, and implement the HLSS as well as host the system and provide maintenance and support services once the system is implemented.

ODVA's 2023-25 legislatively adopted budget provided \$1 million of Other Funds limitation to continue the HLS project. The project reached stage gate 3 in December 2023 and the agency is hopeful the contract with Mitas will be signed before the start of the 2024 session. Once the contract is finalized, system implementation is estimated to take 56 weeks.

In October 2023, due to the proposed contract price and timeline, the project was determined to require Independent Quality Management Services. During negotiations with Mitas, ODVA also identified additional costs not included in the initial budget and is planning to come forward with a request for additional limitation and positions in the 2024 session. Non-position costs are for procurement, project management, legal fees, insurance and contingency. The position requests are for an Information Systems Project Manager and a Home Loan Accountant.

Recommendation: The Legislative Fiscal Office recommends that the Joint Interim Committee on Ways and Means acknowledge receipt of the report.

Request: Report on the Home Loan Service IT Replacement Project by the Oregon Department of Veterans' Affairs (ODVA).

Recommendation: Acknowledge receipt of the report.

Discussion: ODVA is submitting a report on the status of its Home Loan Service IT Replacement Project, as required by a budget note included in the budget report for Senate Bill 5538 (2023):

Budget Note:

ODVA shall provide a summary status report that includes the scope, schedule, budget, major milestones, key issues, risks, and progress to the Legislative Fiscal Office prior to the 2024 Legislative Session. Additionally, the agency is directed to continue qualified project management practices and notify the Legislative Fiscal Office of changes in the project management structure.

Senate Bill 5538 (2023) provided \$1.0 million Other Funds expenditure limitation, on a one-time basis, for funding needed during the first year of the biennium to complete activities for procurement and implementation (including maintenance costs in the first year) for replacement of the agency's Home Loan Servicing system. On May 3, 2023, a Notice of Intent to Award a contract was issued to The Mitas Group (Mitas), a company that works with housing finance agencies to provide technology solutions. Originally, ODVA anticipated having a signed contract with Mitas by October 17, 2023; however, negotiations have taken longer. Mitas has indicated an approximate timeline of 56 weeks for full implementation once work begins. ODVA is also in the process of procuring Independent Quality Assurance services (IQMS) for the project. Currently, the overall status of the project is red, due largely to time associated with contract negotiations with Mitas and review of the contract.

Furthermore, the Home Replacement IT Project has been under review by the Department of Administrative Services Enterprise Information Systems (EIS) for Stage Gate 3 approval. EIS provided approval for Stage Gate 3 on December 14, 2023. Once a contractor and an IQMS vendor are in place, the project status should progress. ODVA will submit additional information regarding the status of the project prior to the Ways & Means committee hearing in January 2024.

During the 2024 Legislation Session, ODVA plans to request positions for the project, including a Project Manager and additional Services and Supplies funding, including an amount for the IQMS contract.



Oregon

Tina Kotek, Governor

Oregon Department of Veterans' Affairs

Director's Office

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December 4, 2023

Senator Elizabeth Steiner, Co-Chair
Representative Tawna Sanchez, Co-Chair
Interim Joint Committee on Ways & Means
900 Court Street NE
H-178 State Capitol
Salem, OR 97301

Dear Co-Chairs:

Nature of the Request

The Oregon Department of Veterans' Affairs (ODVA) respectfully submits our report for the Home Loan Service IT Replacement Project (HLS), per a Budget Note in Senate Bill 5538 (2023).

Oregon Department of Veterans' Affairs (ODVA) received funding to continue the HLS Project, as part of Senate Bill 5538 (Section 4, Chapter 485, 2023 Oregon Laws). The Legislature granted \$1.0 million in Other Funds (Home Loan) limitation for the project implementation expenses.

As part of the approval, the budget note required ODVA to provide a summary status report that includes the scope, schedule, budget, major milestones, key issues, risks, and progress to the Legislative Fiscal Office prior to the 2024 Legislative Session. Additionally, the agency is directed to continue qualified project management practices and notify the Legislative Fiscal Office of changes in the project management structure.

Agency Action

The project issued a Request for Proposal (RFP), identified two possible vendors, and through four rounds of evaluations selected a vendor. On May 3, 2023, a Notice of Intent to Award the contract to Mitas was issued. Since that time, the project has been in contract negotiations with Mitas. Our partners at the Department of Justice (DOJ) and the Department of Administrative Services (DAS), Procurement, Project Management and Independent Quality Management Services (iQMS) have been involved.

In its proposal to the RFP, Mitas suggested an implementation timeline of up to 56 weeks. In addition, due to the proposed price of the contract, and proposed implementation timeline, EIS Oversight and Quality Assurance Program requires iQMS. ODVA is in the process of procuring iQMs services, the statement of work has been completed and is awaiting DOJ review. The iQMS requirement, along with DAS & DOJ services, has increased the project cost. ODVA plans on requesting additional Other Fund limitation of approximately \$1.7 million during the February 2024 session.

ODVA notified the Legislative Fiscal Office of the change of the DAS IT Project Manager. This transition occurred in August 2023.

Oregon Department of Veterans' Affairs mission is to honor and serve all Oregon veterans and their families by aligning and delivering earned benefits and services that enhance and improve their lives in recognition of their service to our nation.



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The overall project health is red mostly due to the length of contract negotiations from the initial estimates. ODVA has submitted for Stage Gate 3 approval. The request is currently in review, anticipated to be completed no later than December 14th.

The project is currently tracking several high risks surrounding staffing and transition of information into Mitas's software for which mitigation plans are in development. The following documents, reflecting the risks, are attached to this report:

- ODVA HLS Project Monthly Status Report | Appendix A
- ODVA HLS Project Charter | Appendix B

Action Requested

ODVA requests acknowledgement of the receipt of this report with understanding that ODVA will provide on-going status reports, including outcomes and dates to the Legislative Fiscal Office and the Department of Administrative Services, Chief Financial Office

Legislation Affected

None.

Sincerely

Dr. Nakeia Council Daniels
Interim Director
Oregon Department of Veterans' Affairs

*Oregon Department of Veterans' Affairs mission is to honor and serve all Oregon veterans and their families
by aligning and delivering earned benefits and services that enhance and improve their lives
in recognition of their service to our nation.*

**Home Loan Servicing Project
Monthly Status Report**

Covering the Period ending: November 30, 2023

**Nychal McLain, Project
Manager**
Email:
Nychal.R.McLain@das.oregon.gov
Phone: 503-991-3727

Home Loan Servicing Project

Project Status for November 30, 2023

Project Sponsor: Donna Haole-Valenzuela

Executive Sponsor: Dr. Nakeia Daniels

Project Manager: Nychal McLain

Project Phase: Planning

Project Start Date: 10/1/2021

Project End Date: 07/01/2025

% Complete: 40%

Oversight Level: 2

Oversight Stage: Solution Analysis (SG2) & Implementation Planning (SG3)

Project Purpose Statement

The existing Loan Servicing and Accounting Management System (LSAMS) has been designated as end-of-life. The Home Loan Servicing Project will select and implement a new Home Loan servicing system.

Project Health

Reporting Period			Comments, Notable Items or Emerging Concerns
	Oct 30	Nov 31	
Overall	Red	Yellow	Overall health is Yellow due to the timeframe of obtaining Stage Gate Endorsement to sign and execute a contract with the solution vendor, which impacts the schedule. Also, the project seeking approval for funding to cover iQMS and contract expenses.
Schedule	Red	Yellow	Schedule health is Yellow due to the approaching deadline and timing around Stage Gate Endorsement and executing a contract with the solution vendor.
Scope	Green	Green	
Finance	Red	Yellow	Finance health is Yellow due to funding needing approval for iQMS, new costs added to the solution vendor contract to account for more insurance, and added contingency to the overall budget.
Resource	Green	Green	
Vendor	Grey	Grey	A solution vendor has been selected and negotiations are complete. The project is awaiting a finalized contract and statement of work from procurement to submit to Oversight for review and approval. A statement of work has been finalized for an iQMS vendor and the project is moving through the approval process with Oversight and Statewide QA to release for quotes. Status to remain grey until the solution vendor is onboarded.
Contract	Grey	Grey	Status to remain grey until the SaaS solution vendor contract is signed.

Financial Status through November, 2023 – Over 5 years

Budget Category	Project Budget Forecast	Project Expenditures to Date	Forecasted Expenditures at Completion	Variance at Completion
Project Management Services	\$276,000	-	\$276,000	-
DAS Procurement Services	\$156,000	-	\$156,000	-
DOJ Services	\$200,000	\$40,000	\$200,000	-
Software License	\$50,000	-	\$50,000	-
Software Yearly Maintenance/Support	\$1,195,215	-	\$1,195,215	-
SaaS, Hosting, Cloud Services	\$772,268	-	\$772,268	-
iQMS	\$360,000	-	\$360,000	-
Contingency	\$450,000	-	\$450,000	-
Total	\$3,459,483	-	\$3,459,483	-

Key Decisions Date*	Description	Decision Owner	Disposition
09/09/2023	P3 and Statewide QA have determined that iQMS is now mandated for the project.	Statewide QA	Decision Made
09/01/2023	New Executive Sponsor, Dr. Nakeia Daniels	Project Sponsor	Decision Made
05/09/2023	Mitas selected as top vendor and Notice of Intent to Award issued. No protests received.	RFP Evaluation Team	Decision Made
03/01/2023	RFP Solicitation - Round 3: Once Amendment 7 submission requirements have been received from the remaining two proposers, can the agency determine the top vendor (Notice of Intent to Award) or is further competition and evaluation required? Decision: Further competition necessary.	Project Sponsor(s)	Decision Made
11/02/2022	Who will be on the Contract Negotiation Team? Decision: David Kampff, Donna Haole-Valenzuela, Alison Rudd, Amber Tolleson.	Project Sponsor(s)	Decision Made
10/24/2022	Is Credit Reporting function to be implemented as part of the HLS Project scope? Decision: Due to credit reporting not currently being done and it will be a significant effort, decision made to implement credit reporting as a separate effort after the HLS Project is complete. Will ensure the new system can accommodate the credit reporting function.	Project Sponsor(s)	Decision Made
09/15/2022	Who will participate in the Demonstrations in addition to the Evaluation Team? Decision: Cecily Warren, Ren Earl & Ryan Perkins will participate in addition to Evaluation Committee members.	Project Sponsor	Decision Made

*Date Decision Made or Pending Decision needed.

Accomplishments during Reporting Period	Upcoming Activities in Next Reporting Period
<ul style="list-style-type: none"> • Vendor Contracts <ul style="list-style-type: none"> ○ Solution Vendor Contract negotiations completed. ○ iQMS Vendor SOW finalized and in approval process. • Stage Gate Endorsement <ul style="list-style-type: none"> ○ Schedule and Budget are baselined. ○ Project artifacts finalized and submitted for Stage Gate 2 & 3 approval. 	<ul style="list-style-type: none"> • Vendor Contracts <ul style="list-style-type: none"> ○ Finalize Solution Vendor SOW and Contract. ○ Sign and Execute Solution Vendor Contract. ○ Obtain approval for iQMS SOW. ○ Release iQMS SOW for solicitation. • Stage Gate Endorsement <ul style="list-style-type: none"> ○ Obtained approval for Stage Gate Endorsement 2 ○ Obtain approval for Stage Gate Endorsement 3.

Key Milestones					
Milestone	Comments	Planned Date	Actual Date	Status	
RFP Round 3: Release Amendment 8.		03/20/23	03/20/23	Green	
RFP Round 3: Amendment 8 Scoring and Results Tabulated.		04/14/23	04/14/23	Green	
Issue Notice of Intent to Award.		04/21/23	05/03/23	Green	
Notice of Intent to Award Protest Period.	Includes responding to protests if received.	05/16/23	05/09/23	Green	
Vendor Contract Negotiation.	Kick-off conducted 5/18/23. Contract negotiations still in progress.	10/17/23	11/21/23	Red	
Vendor Contract – DOJ Legal Sufficiency and P3 Oversight Contract Review.	At risk due to contract negotiation still in progress.	12/8/23		Yellow	
Stage Gate 3 Endorsement	Endorsement is pending acceptance of required artifacts and vendor contract review. At risk due to contract negotiation still in progress.	12/15/23		Yellow	
Execute Contract	Includes DOJ Legal Sufficiency and EIS Oversight/Security review & approval. At risk due to contract negotiation still in progress.	12/18/23		Yellow	

Project Issues

Project Risks						
Risk Description		Risk Response / Mitigation Plan		Severity	Probability	Risk Rating
						Risk ID
If the new system cannot support Old Loans, then custom code may be required which may impact schedule and cost.		Mitigate: Assess amount of old loans and perform manual entry tasks.		Medium	High	High
If interfaces between new to existing systems cannot be established, then manual processes may be required which may impact ability to service veterans effectively, internal ODVA service areas, State of Oregon Enterprise systems (e.g., Treasury, DAS).		Mitigate: Evaluate interface functionality and develop a work-around process if needed.		High	Medium	High
If solution vendor cannot meet an implementation timeline by 9/30/2024, year-end processing could be impacted.		Contingency: Manual processing would be required. Old Loans could be severely impacted (special reporting than required for conventional loans).		High	Medium	High
If the project is not allocated funding to cover the costs of incorporation iQMS deliverables into the project, then the project may experience delays due to the need to pursue activities around additional funding.		Mitigation: The Agency will work with the Eboard and LFO to develop a plan for funding and/or future funding if iQMS costs are more than the estimated budget that is available.		High	Medium	High
If the project experiences delays in project artifact approvals for stage gate 2/3 endorsement, then the project may have to delay signing a contract with the vendor and delay implementation activities.		Mitigation: The project manager will work with P3 to devise strategy and timeframes for submittance and approval of project artifacts.		High	Medium	High
If key ODVA resources retire or leave prior to project completion, it may result in loss of system expertise, decrease in requirements quality, loss of business process expertise and loss of technology expertise which could affect system quality, project schedule, and project cost.		Acceptance: Create a transition plan to another resource to fill the role.		High	Medium	Medium
If the project doesn't onboard and execute iQMS activities as soon as possible between the gap in timing from the Stage Gate Endorsement, then the project will forgo unrealized value in risk and quality management to the Agency.		Mitigate: The project will work with procurement, P3, Statewide QA, and DOJ to develop, approve, and release a SOW to solicit and select an iQMS vendor as soon as possible.		Medium	Low	Medium
If the project scope increases beyond replacement of the LSAMS system, project schedule will be impacted.		Mitigate: TBD		Medium	Low	Medium
If Bond tracking and reporting is not accurate, then regulatory compliance will be impacted.		Mitigate: TBD		Medium	Medium	Medium
If ODVA staff does not have adequate time to devote to new system implementation activities due to operational or other priorities, then system implementation schedule may be impacted.		Mitigate: TBD		Medium	Low	Medium

Project Changes

Title	Description	Change Type	Disposition	Disposition Date	Change ID
Credit Reporting function implementation removed from project scope.	Due to credit reporting not currently being done and it will be a significant effort, decision made to implement credit reporting as a separate effort after the HLS Project is complete. Will ensure the new system can accommodate the credit reporting function.	Scope	Approved	10/24/22	1



Project Description Oregon Department of Veterans' Affairs (ODVA) has originated and serviced state home loans for veterans for over 75 years. ODVA's Veteran Home Loan Program is a constitutionally authorized program for Oregon veterans. The agency last updated its home loan servicing (HLS) technology in 1999, investing nearly \$1 million to customize a commercial off-the-shelf software (COTS) system, Loan Servicing and Accounting Management System (LSAMS), to address a number of issues, including servicing a unique subset of loans that originated in the 1980's.

LSAMS was designated as end-of-life and has not been supported by LS Tempo, previously known as Sagent, since 12/31/2022.

ODVA determined that purchasing a replacement SaaS solution would be the most strategic option for replacing the LSAMS system. Through a Request for Purchase (RFP) in-depth analysis and objective selection process, ODVA will determine which replacement solution best meets the requirements solicited from the stakeholders. The system will be implemented utilizing vendor professional services.

The scope of the HLS Project includes potential configuration of interfaces between the future solution and the current Home Loan Origination platforms (Calyx, The Mortgage Originator (TMO)), as the current process includes automated exchange of key loan information between the platforms.

This project has dependencies on updates being done to records maintenance processes.

Project Scope Statement ODVA established the following objectives that provide the scope for the Home Loan Servicing Project:

- Select and implement a new home loan servicing solution.
- Integrate the new home loan servicing solution with existing information systems as outlined in requirements (e.g., Loan Origination, File360).
- Implement new service delivery options such as an online portal for borrowers to access their account information.
- Increase standardization and automation of home loan servicing business processes.
- Implement business analytics to increase the agency's ability to track, roll-up, and report out on data related to the home loan servicing program.
- Implement a solution that complies with cybersecurity and information security standards.
- Migrate LSAMS to the new solution without a major interruption to agency operations.

HLS Budget

Items	Estimated Costs
*State FTE / LD / Temp – Not factored into project costs	\$2,788,588
Project Management Services	\$276,000
DAS Procurement Services	\$156,000
DOJ Services	\$200,000
Software License	\$50,0000
Software Yearly Maintenance/Support	\$1,195,215
SaaS Hosting, Cloud Services	\$772,268
iQMS	\$360,000
Contingency	\$450,000
Total Solution Costs	\$3,459,483



**Project
Organization
Structure and
Resources**

HLS Project Steering Committee

The HLS Project Steering Committee is responsible for guiding the project from a strategic perspective including determination of scope, providing policy decision-making, and ensuring that resources are available to support the strategic vision and successful implementation of the project.

The committee sets priorities and resolves issues that cannot be resolved at a lower level, and that without resolution can affect time, cost, or performance constraints on the project.

When initially formed, their weekly meetings were titled “IPRs”, or “In Progress Reports”; you may, throughout the project see this committee referenced as the IPR Team for that reason.

The Steering Committee includes representative leadership from areas served or supported by the system, and continually assesses the project's viability and alignment with the agency's overall strategic objectives. The Steering Committee makes recommendations in project direction, advocates for the agreed-upon course, and champions the project. They are responsible for communications with project stakeholders at the executive and management levels and developing support throughout the organization. The Project Steering Committee include:

- Executive Sponsor: Dr. Nakeia Daniels
- Project Sponsor, Chief Financial Officer: Donna Haole-Valenzuela
- Project Manager: Nychal McLain
- LSAMS SME: Natalie West
- Home Loan Program Manager: Cody Cox
- Chief Information Officer/IT Business Owner: David Kampff
- Senior System Administrator: Brad McMahan
- Assistant State CIO, DAS-EIS: Cecily Warren
- Compliance Coordinator: Amber Tolleson
- Loan Servicing Specialist: Deborah Nicolette-Laidle
- Collections Account Manager: Kim Cottrill-Smith
- Public Service Representative: Ryan Perkins

HLS Executive Sponsor

The HLS Executive Sponsor acts as a vocal and visible champion of the project, adds legitimacy to the project goals and objectives, and ensures the project's goals are aligned with overall agency strategy. The Executive Sponsor secures support and resources for the project, communicates the project's priority within the agency, and acts as an escalation point to help resolve issues that may occur within the project.

The Executive Sponsor sits on the Steering Committee and works with them to ensure availability of adequate project staffing and resources including funding, facilities, technology, and equipment. The Executive Sponsor provides support for the Project Sponsor and Project Manager, and has final approval on all scope changes, and signs off on approvals to proceed to each succeeding project phase. The Executive Sponsor may elect to delegate some of these responsibilities to the Project Sponsor.

HLS Project Sponsor(s)

The HLS Project Sponsor(s) is responsible for active and visible participation throughout the project, for building a coalition of sponsorship, and communicating directly with employees. The Project Sponsor serves as an advisor to the Project Manager, is an escalation point for decisions, and has the authority to assign resources and budget to the project. The Project Sponsor works in conjunction with the Project Manager to help define project goals and objectives. The Project Sponsor serves on the Steering Committee throughout the project. The Project Sponsor resolves issues that cannot be resolved at a lower level, and that without resolution can affect time, cost, or performance constraints on the project and/or escalate issues to the ESC.



HLS Project Manager

The HLS Project Manager leads the Project Team to meet the project's objectives. The Project Manager will work with Project Stakeholders to create the project plan, develop the project schedule, construct a work breakdown structure, and create various management plans and documents related to the project. The Project Manager will manage project communications, including providing direction and presenting the vision of success for the project by balancing the conflicting and competing goals of the project stakeholders in order to achieve consensus. The Project Manager is responsible for measuring and reporting on project performance as well as assessing potential risks to scope, cost, quality, and timeline. The Project Manager chairs the Project Steering Committee and is responsible for the meeting's outcomes and work product. The Project Manager will work with the Department of Administrative Services throughout the project to ensure all necessary oversight obligations are met.

HLS Project Team

The HLS Project Team is responsible for supporting the Project Manager in performing the work of the project to achieve its objectives. They work in conjunction with the Project manager as Subject Matter Experts (SMEs) in the development of project plans and documents. The Project Team will work with the Project Manager to ensure the project tasks are completed within scope, on time, and within budget.

The project Team includes SMEs from all units impacted or with impact on the project:

- Home Loan Servicing Team – Amber Tolleson, Kimberly Cottrill, Ryan Perkins, Julie Phillips, Deborah Nicolette-Laidler
- Finance Team – Cathy Landgren, Monique Murphy, John Willis, Rob Fahy
- Records Management – Ed Emery
- IS Team – Natalie West, Brad McMahan, John Wells

Solution Vendor/Service Integrator

The Solution Vendor/Service Integrator Team is responsible for working with the Project Manager in performing the work of the project specified in the Statement of Work Contract Deliverables to execute the project and to achieve its objectives. They work in conjunction with the Executive and Project Sponsors, Project Team, and Project Manager as the Subject Matter Experts (SMEs) in the design, development, and implementation of the system. The Solution Vendor/Service Integrator Team will work with the Project Manager to ensure the project deliverables are completed within scope, on time, and within budget.

The Solution Vendor/Service Integrator Team includes:

- TBD

Summary Schedule

Milestone	Target Completion Date
ITI Submitted	10/19/21
Project Initiation Complete	4/4/22
Stage Gate 1 Endorsement Received	4/12/22
Special Procurement Approved	7/5/22
RFP Posted to OregonBuys	7/6/22
RFP Solicitation Closed	9/9/22
RFP Round 1 Evaluation (Scoring) Completed	10/26/22
RFP Round 2 Evaluation (Scoring) Completed	12/2/22
RFP Round 3 Evaluation (Scoring) Completed	4/21/23
Stage Gate 2/3 Endorsement Received	12/18/23
Solution Vendor Contract Executed	12/18/23
iQMS Contract Executed	3/4/23
Solution Design Completed	3/20/24
User Acceptance Testing Completed	10/31/24
New HLS System "Go Live"	12/27/24



Build and Configure System Complete	3/21/25
Stage Gate 4 Approval Received	6/27/25
Project Closeout Complete	7/1/25

Project Risks

Risk Title	Risk Description
Resource Turnover	Key resources are retiring/leaving ODVA which may result in loss of awareness of requirements, additional risks, process.
Old Loan Migration Accuracy	<ul style="list-style-type: none"> Migration of data from LSAMS may be inaccurate for non-amortizing loans, originated before the year 2000, known internally as “old loans”. New system may not be able to accommodate “old loans” configuration.
Accurate reporting	ODVA loans need to be associated to a bond for reporting. The new system needs to be able to track and report loans to bonds.
Procurement Execution	Due to the timeline for implementation, any delays in procurement, extended procurement timelines, DOJ or EIS review will delay implementation and shorten implementation timelines.
Project Scope	The project scope cannot increase beyond replacement of the LSAMS system.
Project Budget	Project budget is estimated to be higher than the policy option package given to the agency. The risk is not having the additional funds to fully implement the new system.
Requirements	ODVA does not have experience in defining requirements for new software. The risk is incomplete requirements upfront, that must be worked during implementation and cause additional work and time.
Data Migration	Data clean-up should be reviewed prior to data migration. Without data clean-up, certain services may not be taken advantage of.
Interfaces	If interfaces between new to existing systems cannot be established, then manual processes may be required which may impact ability to service veterans effectively.

Stakeholders

Role	Name (Title)
Executive Sponsor	Dr. Nakeia Daniels, Interim Director
Project Sponsor	Donna Haole-Valenzuela, Chief Financial Officer
Chief Information Officer	David Kampff, Chief Information Officer
Chief Financial Officer	Donna Haole-Valenzuela, Chief Financial Officer
Home Loan Manager	Cody Cox, Home Loan Manager
Senior System Administrator	Brad McMahan, Senior System Administrator
LSAMS SME	Natalie West, Developer/SME
Internal Auditor	Lisa Durden, Internal Auditor
	Amber Tolleson, Compliance Coordinator
	Cecil Baird, Loan Servicing Specialist
Subject Matter Experts	Kim Cottrill-Smith, Collections Account Manager
	*Ryan Perkins, Loan Specialist; Record and Information Management Analyst



	Julie Phillips, Loan Specialist
	Deborah Nicolette-Laidler, Loan Servicing Specialist
	John Willis, Senior Financial Analyst
	Cathy Landgren, Moneys Receivable Clerk
	Ed Emery, Records Officer
	Rob Fahy, Accountant 1
	Monique Murphy, Accountant 2
Oregon Veterans	
Oregon State Treasury	
US Risk	
Oregon Veterans Advisory Committee	

*On loan to the Home Loan Program on a part-time basis.

Steering Committee

	Member	Representing
	Donna Haole-Valenzuela, Chief Financial Officer	Finance Administration Department
	Cody Cox, Home Loan Manager	Home Loans Program
	David Kampff, Chief Information Officer	Information Services
	Brad McMahan, Senior System Administrator	Information Services
	Natalie West, Developer/SME	Information Services
	Kim Cottrill-Smith, Collections Account Manager	Home Loans Program
	Deborah Nicolette-Laidler, Loan Servicing Specialist	Home Loans Program
	IT Project Manager*	DAS – Project Manager Office
	Cecily Warren, Assistant State CIO*	DAS – Enterprise Information Services

* Denotes Non-voting member

Project Sponsor	Donna Haole-Valenzuela
Project Manager	Nychal McLain
Sponsor Approval Signature	Kelly Fitzpatrick <i>Kelly Fitzpatrick</i> _____ April 2, 2022 _____ Name _____ Date _____

Approved Project Charter Change Requests (Require approval of Steering Committee):

Change #	Date	Person	Change Description
274-001	11/22/2023	Donna Haole-Valenzuela	Charter has been updated to reflect current state of the project



**OREGON DEPARTMENT
of VETERANS' AFFAIRS**

**Project Charter
ODVA - Home Loan Servicing**
