

Updated Capability Release Plan, Version 1.2

**Re-framed as SFA's Modernization Sequencing Plan
and Incorporated into SFA's Modernization Blueprint**

Updated July 15, 2000

Introduction

The Sequencing Plan represents projects based on Channel and Enterprise priorities and the availability of resources such as budget, talent, and management time. This plan also accommodates the overlapping schedules of school award years that last 21 months and federal fiscal years that have different timelines. This plan will benefit everyone who uses SFA services by modernizing them fast enough to meet future needs while positioning us to take advantage of future opportunities.

These planned initiatives and projects are not the only activities that drive the organization's performance, nor do they cover all levels of modernization. They are components of the overall picture and are not meant to represent a comprehensive list. The organization uses the performance plan and other budgetary activities to manage all initiatives and drive performance improvements. Over time this document will reflect a more comprehensive set of modernization initiatives.

The Sequencing Plan is based on federal fiscal years which run from October through September. Most colleges and universities use a fiscal year that runs from July through June and refer to it as an award year. For this reason the "award year" is typically viewed as the July through June fiscal year rather than the federal fiscal year. The relationship between the federal fiscal years and the financial aid processing years for the period covered by the Modernization Blueprint is shown in Figure A-2. SFA operates under the federal fiscal year, but its services must be delivered for the financial aid award year.

The basic organizing principle of business requirements is expressed as business processes. The business processes are analyzed for process flows and information systems that support the process flows. Related development and implementation is expressed in program systems. At a finer level of detail, there are subprocess flows and subsystems. This is illustrated in Figure A-1.

In this chapter, the implementation of changed business processes are expressed as "initiatives" with one or more "projects." These broader terms are used to imply that a number of activities must occur in addition to system development for successful implementation. Because initiatives are the responsibility of a lead channel or the CFO or CIO, the initiatives are organized by area of responsibility, with projects listed under initiatives.

Information systems development can be viewed as applications, data integration, and interfaces. This alternate perspective is shown in Figure A-2. Because almost all system development implies the control and transfer of funds, system development must be coordinated and integrated with financial management. This is also shown in the diagram. All system development will be done using a specific technical architecture.

Projects then implement initiatives. The modification, enhancement or development of information systems to meet the requirements of the core business processes may include applications, data integration, and interfaces. Some projects may develop the

technical infrastructure and some may develop the fiscal management functionality necessary to support the applications.

The main aspects of the Sequencing Plan - High Level View (Figure A-2) are:

1. *Core Business Processes*—Provides improvements to SFA’s current core business processes to make them function more like “best-in-business” organizations. Business process improvements are expected to help SFA achieve its goals of increased customer satisfaction, lower unit costs, and increased employee satisfaction.
2. *Interfaces*—Provides a common “face” to students, schools, and financial partners. This means that the same set of services are available to customers whether they are using the Web, a telephone or fax, paper forms, or interacting in person. It also means that common standards can be applied to all financial aid programs, rather than having different interfaces and processes for each aid program. Title IV data that resides with our partners can also be made accessible with this interface.

The interfaces are planned at the very beginning of the modernization program. Subsequent changes to the architecture will take place “behind the curtain” and will be transparent to the user community.

3. *Data Integration*—Ensures consistency and integrity of the data exchanged between SFA and its business partners. Redundancy of data within the legacy application is reduced by creating an integrated database. Using data networking, the architecture allows an integrated view of all student data, whether that data physically resides with one of our partners, within a legacy system or in the SFA corporate database.
4. *Applications*—The modernized architecture will consolidate similar processes, thereby reducing redundant or multiple application for the separate aid programs. The most important functions will be implemented first, while modernization of all business processes will be completed in years 2 and 3.
5. *The Financial Management System*—Provides comprehensive management of financial data. Due to its importance in the modernization effort, it is being planned separately. Data and process redundancy is identified and reduced by replacing multiple legacy applications with a single financial management system based on commercial off-the-shelf (COTS) products. By using COTS financial management software, SFA will be able to effectively control costs and have a clear understanding of how well it is performing.
6. *Technical Infrastructure*—Provides the tools, platforms, and other technical elements necessary to rapidly implement the modernized SFA systems.

Integration Architecture Services technology is a proven way to reuse existing systems and data within a new 3-tier architecture, producing modernized benefits on an accelerated schedule. The 3-tier architecture allows SFA to incrementally reengineer existing legacy systems, dramatically

improving system response times, without affecting the way students, schools, and financial partners work.

“Model-Based” development tools provide the flexibility to easily adapt the architecture to the changing needs of SFA. These tools can automatically generate applications based on updated specifications.

All of the tools and techniques involved in this “acceleration management” approach will enable extremely rapid implementation and deployment of the modernization architecture.

Currently planned initiatives and projects are summarized by Channel and Enterprise and may be related to the concept being implemented. Benefits and Outcomes of the initiatives are related to the SFA Core Business Processes with Potential Impacts identified for the three performance objectives of customer satisfaction, reduced unit cost, and employee satisfaction. The schedule for initiatives is related to the federal fiscal and financial aid award years in Figure D-1; similar information for each project is displayed in Figures D-2 through D-7.

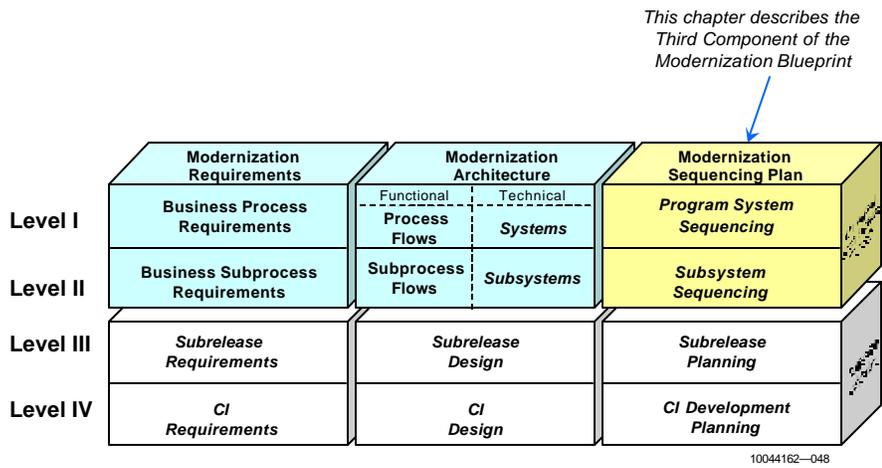


Figure A-1. Modernization Framework

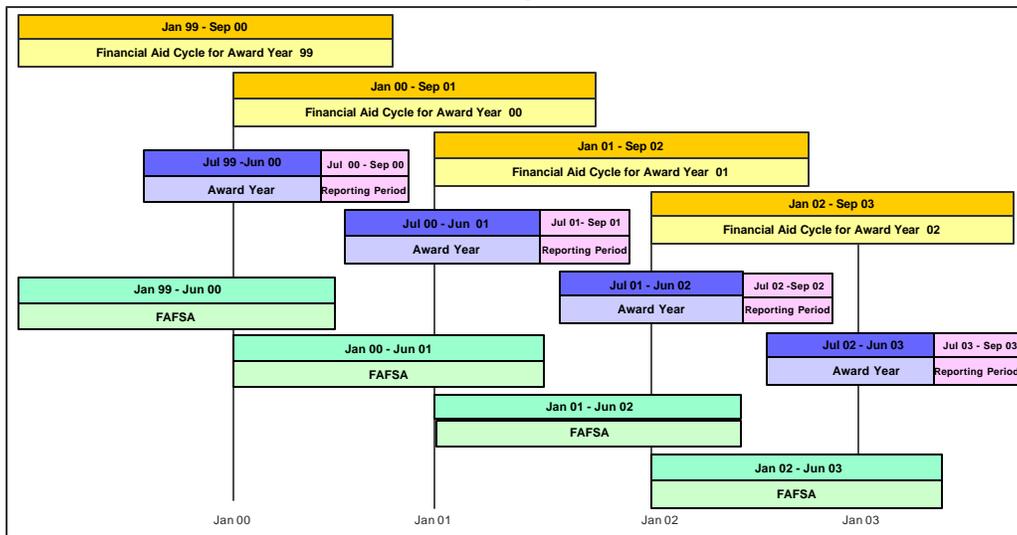
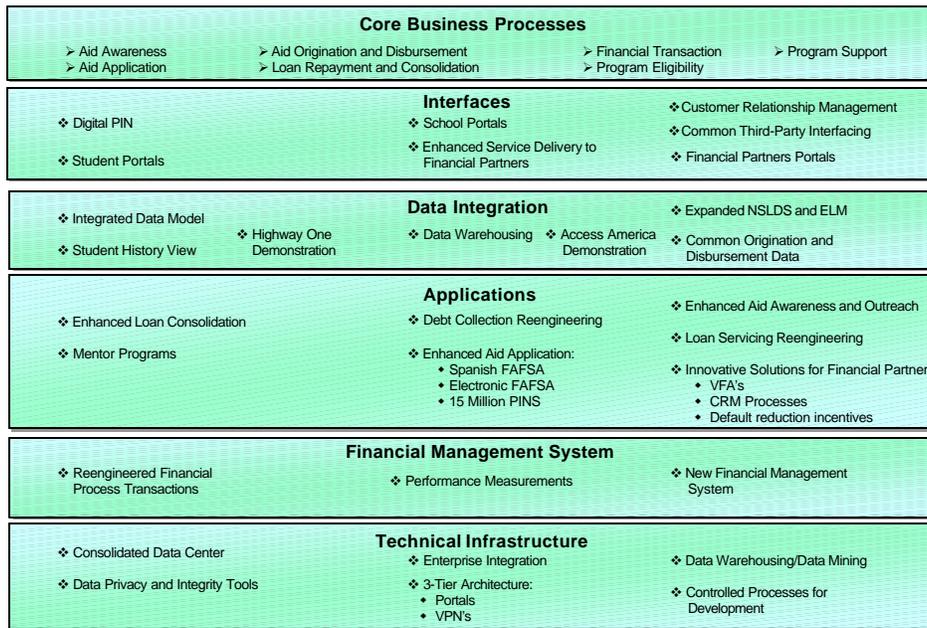


Figure A-2. Sequencing Plan—High Level View

Through the Sequencing Plan depicted on the following pages, you'll see details about what we are doing, when we're doing it, and how you will benefit from our changes.

Early Benefits

Core business processes are being reengineered to make SFA more effective and efficient in its mission "To Help Put America Through School". These changes will help SFA achieve their objectives of increased customer satisfaction, reduced unit cost, and increased employee satisfaction. This plan incorporates new, easy-to-use Web interfaces that benefit everyone involved with SFA. Behind the scenes, new technology will deliver more useful and convenient packages of information to those Web interfaces, using existing data in new user-specific bundles. Overall, the process reengineering coupled with the new technology will improve customer service and reduce unit costs.

Cuts in Redundancy

The Sequencing Plan reduces and retires redundant data and systems, "tombstones." The plan involves a series of small steps that gradually build impact, and cut waste and inefficiency. By the end of School Year 2002-2003, we will have started the process of consolidating all systems, reducing data redundancy and transforming or retiring old systems. This is illustrated in the subsystem Sequencing Plans throughout this section.

Rapid Implementation of the New Baseline

The Sequencing Plan focuses on delivering a new baseline architecture over the next two years. This sets the stage for future SFA evolution. The two-year period is short enough to eliminate technology obsolescence, and positions SFA for rapid changes in technology and services to meet future needs as they evolve.

Steady Service While We Build a New Future

Combining new technology with current programs ensures uninterrupted service and cost-effective improvements. As a first step,

- ◆ We're consolidating our systems into a single location. This means that later in the sequence of modernization, we'll be able to integrate data and bridge between old and new systems more easily.
- ◆ We're changing our migration and transition schedules to better accommodate cyclical peaks.
- ◆ We're re-using existing software (such as CPS) to smooth the evolution of the business process for aid application.
- ◆ We'll use pilots to test new technologies before production adoption. For example, RFMS and Access America have tested alternative business processes for Aid Origination and Disbursement, and we will employ the lessons learned as we reengineer our processes.

Fast Advances With New Technology

Using new integration applications (Integration Architecture Services) with legacy systems will enable the modernization of the information systems architecture in three

years. Commercially available integration applications cut time and cost while providing new value. These new integration applications provide a fast and feasible way to combine the functions and data of the legacy system with easy, intuitive Web pages.

The current business processes of Financial Transactions, Loan Repayment, Aid Origination and Disbursement, Decision Support, and Program Eligibility and Oversight will all be modernized using such combinations of new and legacy systems.

Support the Goals of the Performance-Based Organization

Using modern technology and a clearly defined set of goals, we will monitor the performance of each of the services and of SFA as a whole. Based on the results, continuous process improvement initiatives may be identified consistent with the goals of the PBO.

B. Benefits/Outcomes

The core business processes in each SFA channel will deliver the benefits and outcomes shown below. We've assessed each business process for its impact on the three SFA performance objectives: increased customer satisfaction, reduced unit cost and more employee satisfaction. The initiatives planned for each business process, and the benefits and outcomes we expect to realize from the initiatives, are summarized in Figure B-1.

SFA Core Business Process	Potential Impacts			Benefit/Outcome	Initiatives
	C S	L	E S		
Aid Awareness	●	○	○	<ul style="list-style-type: none"> Educate buyers about their options Ensure aid information is clear and meaningful to customers. Increase awareness to a broader customer group. Provide information via multiple distribution channels. 	<ul style="list-style-type: none"> Enhanced Aid Awareness
Aid Application	●	○	○	<ul style="list-style-type: none"> Simplify FAFSA application for all customers. Increase electronic filing. Enable online eligibility/validation Reduce processing time and cost. 	<ul style="list-style-type: none"> Enhanced Aid Application
Loan Repayment and Consolidation • Loan Consolidation • Loan Servicing • Debt Collections	●	●	○	<ul style="list-style-type: none"> Provide improved customer satisfaction for borrowers: <ul style="list-style-type: none"> - Customer support - Financial counseling - Flexible payment options - Various repayment channels Lower unit costs for servicing loans and borrowers. Minimize the number of delinquencies. Provide single interface for all loans. Simplify the loan consolidation application and process. Lower unit cost to consolidate loans. Reduce time to consolidate loans. 	<ul style="list-style-type: none"> Enhanced Loan Servicing Enhanced Loan Consolidation Enhanced Debt Collection Customer Relationship Management Requirements (CRM) Development – Students

Potential Impacts: ● - High ○ - Medium ○ - Low

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Figure B-1. Core Business Processes–Students Channel

SFA Core Business Process	Potential Impacts			Benefit/Outcome	Initiatives
	removal of Data S	tsbC	Employee Data S		
Program Eligibility	○	○	○	<ul style="list-style-type: none"> Facilitate faster partner participation by efficiently and accurately executing eligibility determination and certification processes. Allow the reduction of program costs and continual compliance with statutory participation requirements by identifying and discontinuing ineligible schools. 	<ul style="list-style-type: none"> Enhanced Monitoring of External Entities - Schools
Program Support	●	○	○	<ul style="list-style-type: none"> Ensure partners are aware of participation processes and statutory requirements. 	<ul style="list-style-type: none"> CRM Requirements Development - Schools
Financial Transactions	◐	◐	○	<ul style="list-style-type: none"> Reduce time required to process a financial transaction (e.g., lender transactions). Lower unit cost for processing financial transactions. 	<ul style="list-style-type: none"> Common Aid Origination and Funds Disbursement
Aid Origination and Disbursement	●	●	◐	<ul style="list-style-type: none"> Lower unit cost to originate and disburse a Pell grant and direct loan. Simplify the process for reporting Pell grant and direct loan disbursements Provide a single reporting vehicle for Pell grants, campus-based funds, and direct loans. Eliminate need for duplicate reporting by schools. Lower costs for schools to administer student aid programs. Provide just-in-time (JIT) funding for schools. Reduce cycle time by eliminating hand-offs and redundant reconciliations. 	<ul style="list-style-type: none"> Common Aid Origination and Funds Disbursement

Potential Impacts: ● - High ◐ - Medium ○ - Low

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Figure B-2. Core Business Processes—Schools Channel

SFA Core Business Process	Potential Impacts			Benefit/Outcome	Initiatives
	Customer	Cost	Employee		
Program Eligibility	Medium	Medium	Medium	<ul style="list-style-type: none"> Facilitate faster partner participation by efficiently and accurately executing eligibility processes. Reduce program costs and ensure continual compliance with statutory participation requirements by identifying and discontinuing ineligible financial partners. 	<ul style="list-style-type: none"> Financial Partners (FP) Process Reengineering External Partners Process Reengineering Enabling Technology for Financial Partners Enhanced Service Delivery for Financial Partners
Program Support	High	Medium	Medium	<ul style="list-style-type: none"> Ensure partners are aware of participation processes and statutory requirements. Simplify processes to improve partner support and services. 	<ul style="list-style-type: none"> FP Process Reengineering External Partners Process Reengineering Enabling Technology for FP FP Employee Transformation Enhanced Service Delivery for FP
Financial Transactions	High	High	Medium	<ul style="list-style-type: none"> Reduce time required to process a financial transaction (e.g., lender transactions). Lower unit cost for processing financial transactions. 	<ul style="list-style-type: none"> FP Process Reengineering External Partners Process Reengineering Enabling Technology for FP FP Employee Transformation Enhanced Service Delivery for FP

Potential Impacts: ● - High ○ - Medium ○ - Low

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Figure B-3. Core Business Processes – Financial Partners Channel

C. Summary of Modernization Initiatives and Projects

This section depicts a high-level view of the modernization Sequencing Plan. The Sequencing Plan places initiatives and projects into specific federal fiscal years. To better understand the sequence, the initiatives and projects are organized by Business Processes. These processes were described in Chapter III. Refer to Figure IV.B-1 Integrated SFA Process Model, which lists the business processes by channel, performance management, and enterprise.

Business processes are supported and reengineered by initiatives expressed as a series of related projects. Each of the projects is placed on a schedule, and the schedule is compared to the fiscal years. A summary of the projects is provided in Table C-1, which shows how business processes lead to initiatives through concepts and yield specific projects. The concept identifies how the initiative contributes to the business process. The initiative provides a label for the active projects.

Because the planning process itself is not complete, there will be: business processes that are not yet supported by initiatives; initiatives that have no projects or are not completely supported by the identified projects; and projects with scopes to be defined. The Sequencing Plan covers three full federal fiscal years, and the results of some projects may be required before the next project can be planned or accomplished. As a result, there will always be some business processes and initiatives that are not yet fully developed into specific projects. This is appropriate for a dynamic planning process such as ours.

Initiatives, as a collection of projects, are scheduled for time periods that include its supporting projects. The Gantt chart in Figure D-1 identifies the start and end dates for each initiative. This chart lists initiatives under the organization that owns and benefits from its implementation. Figures D-2 through D-7 provide further details about the projects under the initiatives. The bars on these charts show the requirements analysis and design phases separately from the development and implementation phases. A management decision to continue, hold or cancel the project is required between these two phases. These charts show the respective fiscal years and the award years, but not the full overlapping 21-month financial aid cycle.

Table C-1 provides a framework of concepts, initiatives, and projects. Each area within SFA has identified major concepts that are closely aligned to the goals of the organization. These concepts drive the key initiatives of the Sequencing Plan. For each initiative one or more projects have been identified and scheduled over the next two years.

TABLE C-1: Summary of Modernization Initiatives and Projects

Students Channel		
Aid Awareness		
Aid Application		
Loan Repayment and Consolidation		
Concept	Initiative	Projects
1. Improved Aid Awareness	<p>Enhanced Aid Awareness</p> <ul style="list-style-type: none"> Enhance all programs designed to inform the public of the availability of student financial assistance and educate them on various aid options and processes of applying for aid. 	<ul style="list-style-type: none"> Enhanced Outreach Services for Under-Served Market Segments is a project to improve the external communications to partners and borrowers to disseminate information on changes to existing programs, technology, etc. for the under-served customer markets (i.e., Special Needs Accessibility, Puerto Rico Partnership, and Student Portals). Projects will be initiated with partners to research, develop, and promote best business practices, new products, and improved customer service (e.g., Partnership Council Teams).
2. Improved Aid Application	<p>Enhanced Aid Application</p> <ul style="list-style-type: none"> Improve the electronic FAFSA and FAFSA Renewal Application over the Web through various modifications. 	<p>Creation of an electronic Spanish language FAFSA/Renewal Application</p> <p>Other value creating enhancements to the electronic FAFSA/Renewal Application</p> <p>Expanded use of PIN/Digital Signatures with Web applications</p> <p>Researching acceptance of data input through alternative means (e.g., tax preparer software)</p> <p>Enhanced EExpress</p>
3. Improved Loan Servicing	<p>Enhanced Loan Servicing</p> <ul style="list-style-type: none"> Goals are to reduce cost while improving service to students and schools by focusing on the existing processes and systems for the Students Channel. 	<p>The Direct Loan Servicing Reengineering effort includes:</p> <ul style="list-style-type: none"> Loan Consolidation System (LCS) Central Data System (CDS) Direct Loan Servicing System (DLSS) Retirement of CDS Enhancing Due Diligence EServicing

Concept	Initiative	Projects
4. Improved Loan Consolidation	Enhanced Loan Consolidation <ul style="list-style-type: none"> • Improve loan consolidation through a reengineering effort with a goal of improving consolidation interfaces. • Enhance lender process through implementing an electronic funds transfer process to purchase FFEL loans for Direct Loan consolidation. 	<ul style="list-style-type: none"> • Incorporate electronic signatures/PINS into Web application process and interactive voice response unit (IVRU) • Reengineer Direct Loan Consolidation
5. Improved Debt Collections	Enhanced Debt Collections <ul style="list-style-type: none"> • Determine the best approach for improving processes/methods for Debt Collections. 	<ul style="list-style-type: none"> • Portfolio Management • Reengineer Debt Collections
6. Proactive Services to Customers	Customer Relationship Management Requirements Development <ul style="list-style-type: none"> • Improve customer service through an enterprise-wide focus on enhancing customer relationship management. 	<ul style="list-style-type: none"> • Define requirements, sub-requirements and service delivery scripts to proactively support customer service by accessing/ leveraging multiple sources of data, which can be implemented in a "one call does it all" call center environment.

Schools Channel

Program Eligibility

Program Support

Financial Transactions

Aid Origination & Disbursement

Concept	Initiative	Projects
1. Improved Customer Service and Delivery of Funds	Common Aid Origination and Funds Disbursement <ul style="list-style-type: none"> • Reengineer the existing Title IV origination and disbursement systems into a common delivery process. Provide ability to originate, disburse and report changes for Pell Grants and Direct Loans (through a common record with common standards and enhanced interfaces between the department, institutions and financial partners). 	<ul style="list-style-type: none"> • Reengineer the Origination and Disbursement processes for Pell and Direct Loans into a common process
2. Interactive Information Flow Between the Customer and the Department	Web Portals for Schools <ul style="list-style-type: none"> • Provide single customizable point of access for schools to access information, transmit and receive activity related to origination and disbursement information, as well as analyze information for them as a school and their students. 	<ul style="list-style-type: none"> • Conversion/Migration (IFAP) • Common Origination and Disbursement
3. Proactive Services to Customers	Customer Relationship Management Requirements Development <ul style="list-style-type: none"> • Define requirements, sub-requirements and service delivery scripts to proactively support customer service by accessing/ leveraging multiple sources of data, which can be implemented in a "one call does it all" call center environment. 	<ul style="list-style-type: none"> • TBD

Concept	Initiative	Projects
<p>4. Providing Critical Information to the Customer in Order to Support Their Mission</p>	<p>Student History View</p> <p>Provide students and schools a complete view of a student's Title IV disbursement history. Allows student to:</p> <ul style="list-style-type: none"> • Determine current eligibility • Make more informed decisions regarding additional debt burden and packages • Go directly to the source (i.e., the Department and/or lenders) instead of relying on dated/stale information. 	<ul style="list-style-type: none"> • TBD
<p>Financial Partners Channel</p> <p>Program Eligibility</p> <p>Program Support</p> <p>Financial Transactions</p>		
Concept	Initiative	Projects
<p>1a. Improved Core Business Processes</p>	<p>Financial Partners Process Reengineering</p> <p>Design and implement improvements to the core business processes within the Financial Partners channel. Core processes that will be reviewed include:</p> <ul style="list-style-type: none"> • GA/Lender Payment • Oversight and Technical Assistance • Policy and Analysis • Contract Management 	<ul style="list-style-type: none"> • Reengineering of Financial Partners' Core Processes
<p>1b. Improved Core Business Processes</p>	<p>External Partners Process Reengineering</p> <ul style="list-style-type: none"> • Design and implement innovative solutions to the business processes that impact financial partners (GAs, lenders, state agencies). 	<ul style="list-style-type: none"> • Enhanced Partner Relationship Management (Customer Relationship Management) • Voluntary Flexible Agreements • Regulatory Process Improvements • Default Reduction Incentives • Enhanced Monitoring of Financial Partners

Concept	Initiative	Projects
2. Improved Technology and Infrastructure	Enabling Technology for Financial Partners <ul style="list-style-type: none"> • Analyze, design, and implement a new technical environment for the Financial Partners channel that will be in compliance with SFA's enterprise-wide architecture 	<ul style="list-style-type: none"> • Web Portals for Financial Partners • Common Third Party Interfacing (Integration Application Services) • Document/Workflow Management • Data Warehouse for Financial Partners
3. Improved Organizational and Human Performance	Financial Partners Employee Transformation <ul style="list-style-type: none"> • Increase ability and opportunity for Financial Partners employees to add value to their work through fostering a better informed, proactive, and empowered staff. 	<ul style="list-style-type: none"> • Financial Partners Employee Transformation
4. Improved Products and Services for Financial Partners	Enhanced Service Delivery for Financial Partners <ul style="list-style-type: none"> • Improve products and services for financial partners. 	<ul style="list-style-type: none"> • Expanded FAFSA to Trading Partners' Web sites and Others • Pilot Electronic Certification (NY Mentor PIN) • E-Commerce Data Exchange (Forms2000)
Chief Operating Officer (COO)/Enterprise-Wide Customer Satisfaction Management Employee Satisfaction Management HR Management Contract and Acquisition Management Facilities Management		
Concept	Initiative	Projects
Integrated Customer Relationship Management Approach	Integrated Customer Relationship Management <ul style="list-style-type: none"> • Process • Technology • Organization 	<ul style="list-style-type: none"> • Requirements Definition • Conceptual Design

Concept	Initiative	Projects
Enterprise-Wide Performance Management System	Integrated Customer Relationship Management <ul style="list-style-type: none"> • Process • Technology • Organization 	<ul style="list-style-type: none"> • Enterprise-Wide Performance Measures • Conceptual Design for Enterprise-Wide Performance Management System
Integrated Human Resource System	Integrated Human Resource System <ul style="list-style-type: none"> • Process • Technology • Organization 	<ul style="list-style-type: none"> • Requirements Definition • Conceptual Design Implementation Plan
Chief Financial Officer (CFO) Financial Management Financial Transactions		
Concept	Initiative	Projects
1. Transform CFO to "Best-in-Business" Financial Management Organization	Financial Management Transformation <ul style="list-style-type: none"> • Transform the CFO from a traditional finance and accounting organization into a "best in business" financial management organization. 	<ul style="list-style-type: none"> • Design and implementation of the Financial Management System (FMS) <ul style="list-style-type: none"> • FMS Phase I (Design and Implementation Plan) • FMS Phase II (Pilots) • FMS Phase III (Full Program Functionality) • FMS Phase IV (To Be Vision) • A change journey effort to guide the organization transformation
Chief Information Officer (CIO) IT Management		
Concept	Initiative	Projects
1. Design and Implement Enterprise Technology Capabilities That Simplify, Speed, and Enhance the Deployment of Business Solutions.	Cross Channel Enabling Technology/ Infrastructure <ul style="list-style-type: none"> • Technology solutions will be developed to enable the business units to build and deploy new systems and processes in an integrated and efficient manner. 	<ul style="list-style-type: none"> • Advanced Call Center (Relationship Management) • Enterprise Integration (Integration Architecture Services) • Web Portals • Data Warehouse • Enterprise Information System (EIS) • Single Identifier • Information Security

Concept	Initiative	Projects
<p>2. Define an Inclusive Architecture of SFA Systems, Security and Data That Separates Business Functions into Implementable Components.</p>	<p>Enterprise IT Architecture</p> <ul style="list-style-type: none"> • Documents the target application 'map' for the SFA environment, describing the business functionality, technical environment and interface environment. Develop enterprise data standards and normalization to improve data integrity. Complete planning and analysis/design for enterprise-wide security architectures that will protect SFA's business and systems environment. 	<ul style="list-style-type: none"> • Systems Architecture • Data Architecture • Security Architecture
<p>3. Develop Consistent and Repeatable Life Cycle Standards to Increase Quality and Control of IT Projects.</p>	<p>IT Methods and Standards</p> <ul style="list-style-type: none"> • Establish the standards for tools and work processes that will be used across SFA for IT systems development work. 	<ul style="list-style-type: none"> • Develop methodology approaches for: <ul style="list-style-type: none"> • Configuration Management • Critical Methods and Standards • Systems Integration and Testing • Deployment • Post Deployment • Select tools for support of systems development life cycle • Develop standards for Web-based systems development and content management
<p>4. Improved Technology and Infrastructure</p>	<p>Consolidated Data Center (VDC)</p> <ul style="list-style-type: none"> • Design and implement a Virtual Data Center (VDC) to streamline call center operations and "host" all Department of Education systems at a single data center. Includes procedures and processes about day-to-day operations. 	<ul style="list-style-type: none"> • Complete Migration of Systems into VDC

D. Current Activities

Ongoing modernization efforts to improve our customer service are progressing at a rapid pace. SFA is using the Internet as the basis for many of these early initiatives. Use of COTS systems enables rapid modernization of the financial management systems. Integration Architecture Services technology provides a consolidated single student account, bringing legacy application data onto a single Web page. It also eliminates the need for multiple entry of aid application data for different financial aid programs.

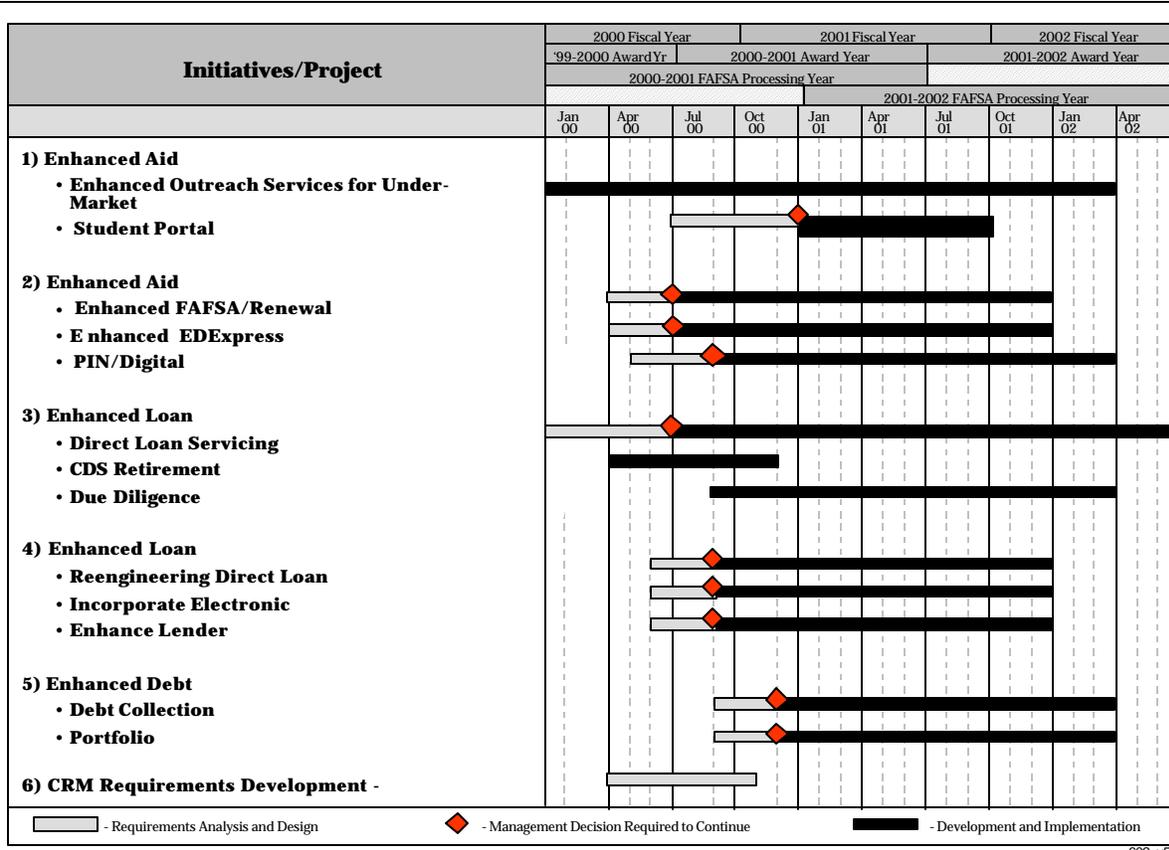
Concurrent with these initiatives, SFA will complete the redesign of its organizational structure. This redesign will support the modernized SFA.

As discussed in the introduction to the Overall Sequencing Plan within Section C, initiatives are scheduled for time periods that include its supporting projects. The Gantt chart in Figure D-1 identifies the start and end dates for each initiative. This chart lists initiatives under the organization that owns and benefits from its implementation. Figures D-2 through D-7 provide further details about the projects under the initiatives. The bars on these charts show the requirements analysis and design phases separately from the development and implementation phases. A management decision to continue, hold or cancel the project is required between these two phases. This is represented by the milestone symbol. Some tasks, such as Enterprise IT Architecture, consist only of requirement analysis and design. These tasks contribute to other tasks and their implementation. These charts show the respective fiscal years and the award years, but not the full overlapping 21-month financial aid cycle.

Initiatives	2000 Fiscal Year				2001 Fiscal Year					
	'99-2000 Award Year		2000-2001 Award Year		2000-2001 Award Year		2001-2002 Award Year			
	2000-2001 FAFSA Processing Year				2001-2002 FAFSA Processing Year					
	Jan 00	Apr 00	Jul 00	Oct 00	Jan 01	Apr 01	Jul 01	Oct 01	Jan 02	Apr 02
Students Channel:										
1) Enhanced Aid Awareness	[Bar from Jan 00 to Apr 02]									
2) Enhanced Aid Application	[Bar from Apr 00 to Apr 02]									
3) Enhanced Loan Servicing	[Bar from Jan 00 to Apr 02]									
4) Enhanced Loan Consolidation	[Bar from Jul 00 to Apr 02]									
5) Enhanced Debt Collections	[Bar from Oct 00 to Apr 02]									
6) CRM Requirements Development - Students	[Bar from Apr 00 to Oct 00]									
Schools Channel:										
7) Common Aid Origination and Funds Disbursement	[Bar from Jan 00 to Apr 02]									
8) Web Portals Prototype for Schools	[Bar from Apr 00 to Apr 02]									
9) CRM Requirements Development - Schools	[Bar from Jul 00 to Oct 00]									
10) Student History View (TBD)	[Bar from Jan 00 to Apr 02]									
Financial Partners Channel:										
11) Financial Partners Process Reengineering	[Bar from Apr 00 to Apr 01]									
12) External Partners Process Reengineering	[Bar from Jan 00 to Jul 01]									
13) Enabling Technology for Financial Partners	[Bar from Apr 00 to Apr 01]									
14) Financial Partners Employee Transformation	[Bar from Apr 00 to Apr 01]									
15) Enhanced Service Delivery for Financial Partners	[Bar from Apr 00 to Jul 01]									
COO/Enterprise-Wide:										
16) Integrated Customer Relationship Management	[Bar from Oct 00 to Oct 01]									
17) Enterprise-Wide Performance Management System	[Bar from Oct 00 to Oct 01]									
18) Integrated Human Resource System	[Bar from Oct 00 to Oct 01]									
CFO:										
19) Financial Management Transformation (FMT)	[Bar from Jan 00 to Apr 02]									
CIO:										
20) Cross Channel Enabling Technology	[Bar from Apr 00 to Jul 01]									
21) Enterprise IT Architecture	[Bar from Jul 00 to Oct 00]									
22) IT Methods and Standards	[Bar from Jan 00 to Apr 02]									
23) Consolidated Data Center (VDC)	[Bar from Jan 00 to Apr 01]									

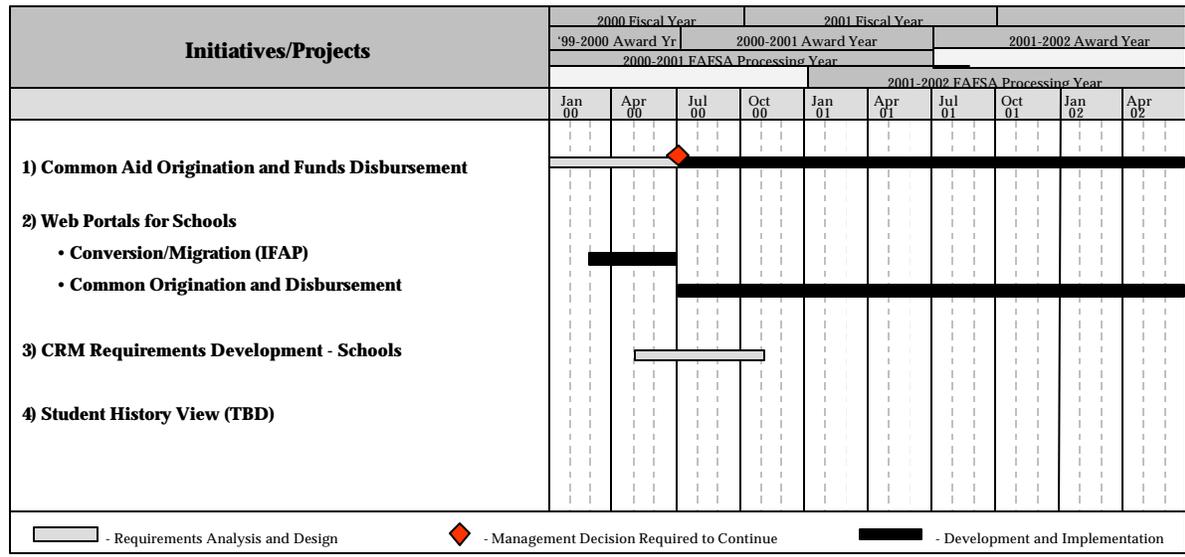
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Figure D-1. All Areas by Initiative



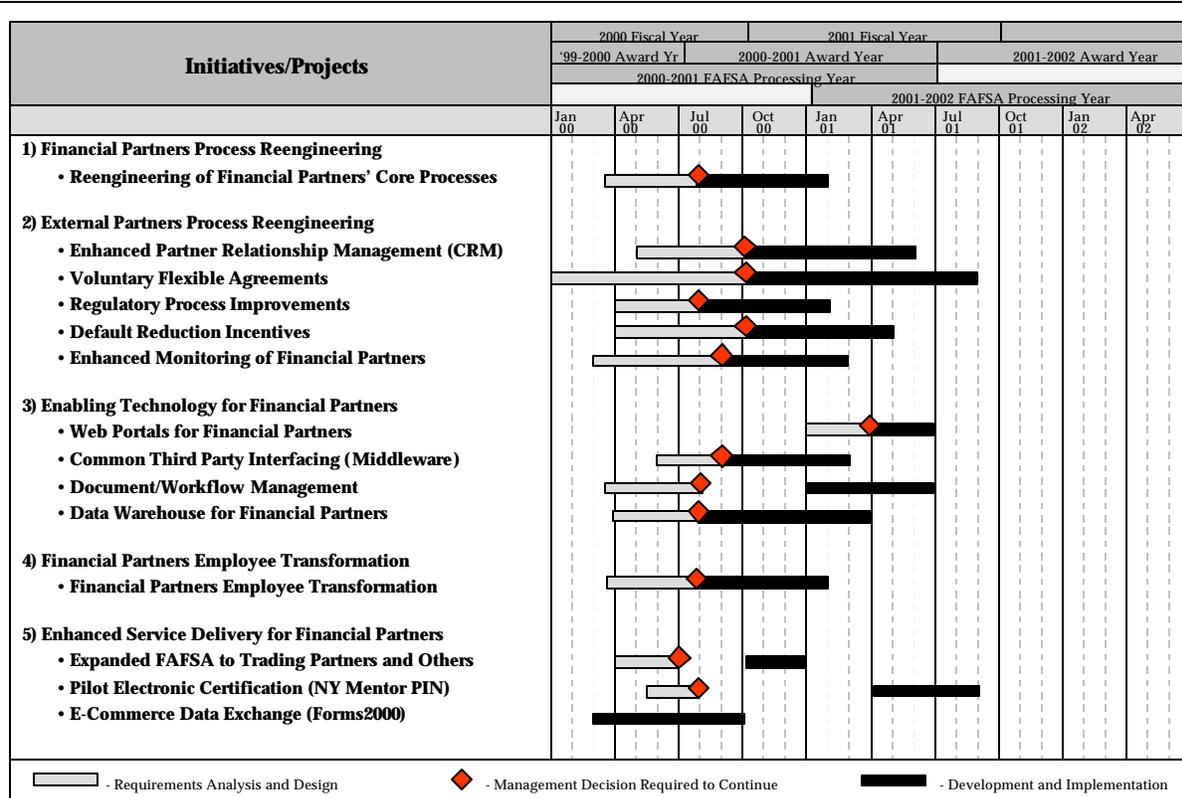
602_v5

Figure D-2. Students Channel Projects by Initiative



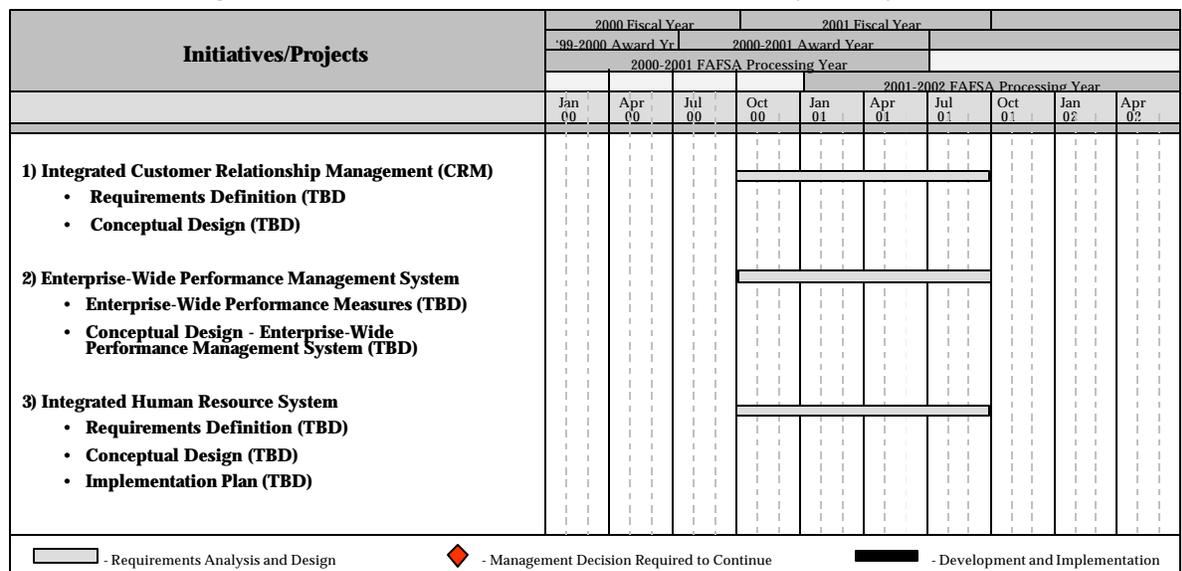
603-V2

Figure D-3. Schools Channel Projects by Initiative



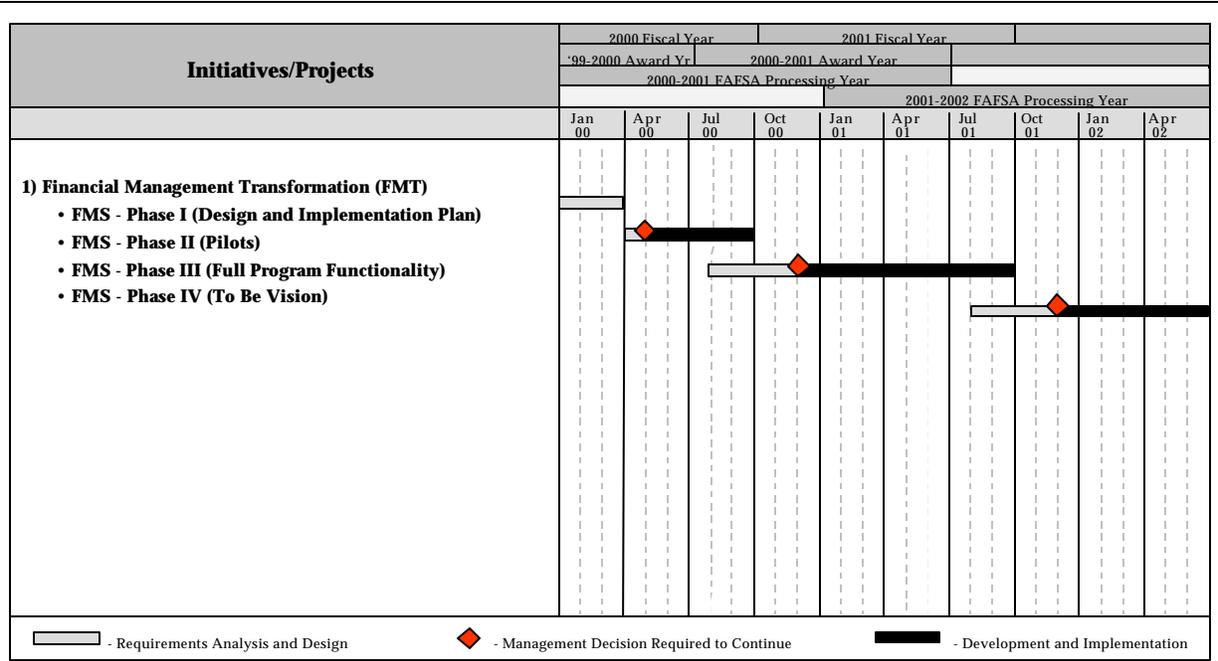
604-V3

Figure D-4. Financial Partners Channel Projects by Initiative



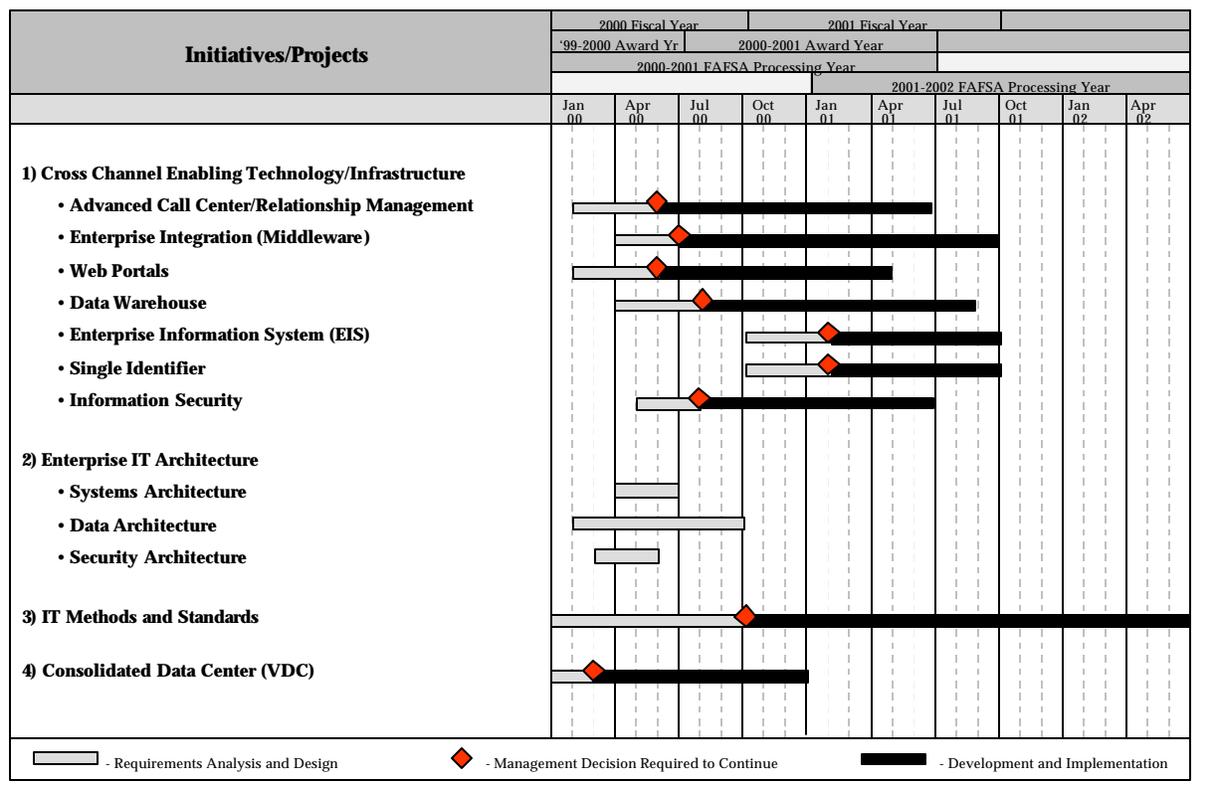
605_v4

Figure D-5. COO/Enterprise-Wide Projects by Initiative



606_v3

Figure D-6. CFO Projects by Initiative



607_v3

Figure D-7. CIO Projects by Initiative

E. Subsystem Sequencing Plan

This section depicts the detailed Subsystem Sequencing Plan, by functional area. The figures on the following pages depict the financial aid architecture. For each of the process services, the following are provided:

- ◆ Current and Target System Architecture—These figures provide a high-level view of the architecture to be implemented.
- ◆ Architecture Changes by Year—These figures depict the key components of the architecture needed to fulfill planned tasks for that year.
- ◆ Architecture Impacts by Year—These figures summarize the tasks planned for that year and their impact to the system architecture.

The architecture depicted for the third year of the program is the target architecture for the modernization program.

Legacy applications that are largely reengineered or replaced are represented as “tombstones.”

The Level I architecture shows the layers of the three-tier architecture and the business process application system (see Figure E-1). The Level II architecture depicts the application subsystems that comprise the architecture. The Level II architecture is the basis for the Sequencing Plan (see Figure E-2).

Some projects span more than 1 year of the modernization program. Impacts from the projects are depicted in each of the years in which they take place.

Some projects listed in the September 30, 1999 Modernization Blueprint have been consolidated into other projects. The scope of some projects have changed. Some were tactical projects to maintain service during modernization. For continuity, projects from the 1999 edition have been retained in this edition.

As part of the planning process for Modernization, a database of strategic projects is being developed and will be used for future versions of the Modernization Blueprint.

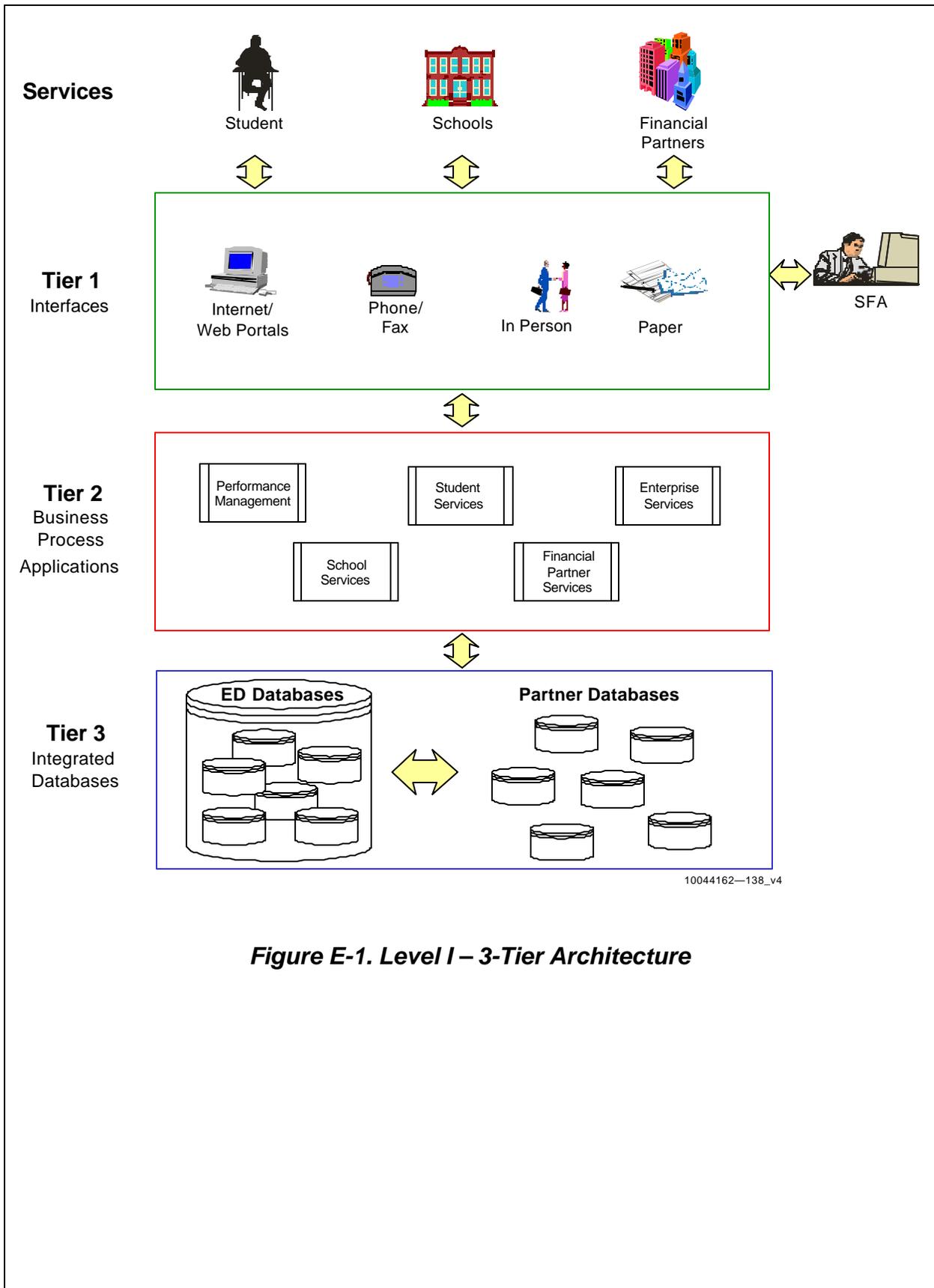


Figure E-1. Level I – 3-Tier Architecture

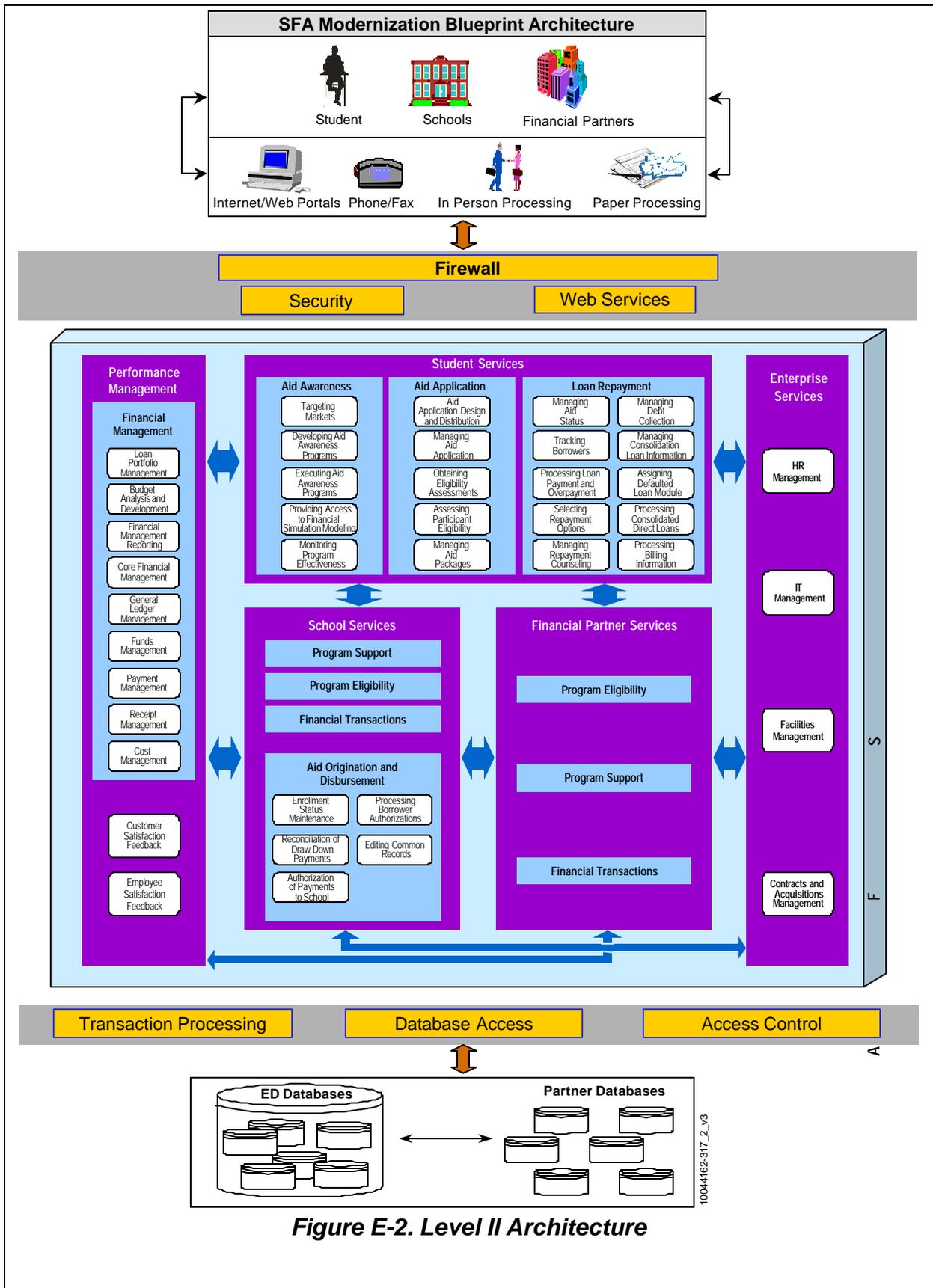


Figure E-2. Level II Architecture

Student Services

In this section we present the sequencing of the architecture for the Student Services functional area.

We begin with the system architecture for current and target Student Service processes in Figure E-3. This figure depicts how the SFA Modernization Blueprint will transform the current set of processes and applications into a common, integrated set of processes for Student Services for all financial aid programs.

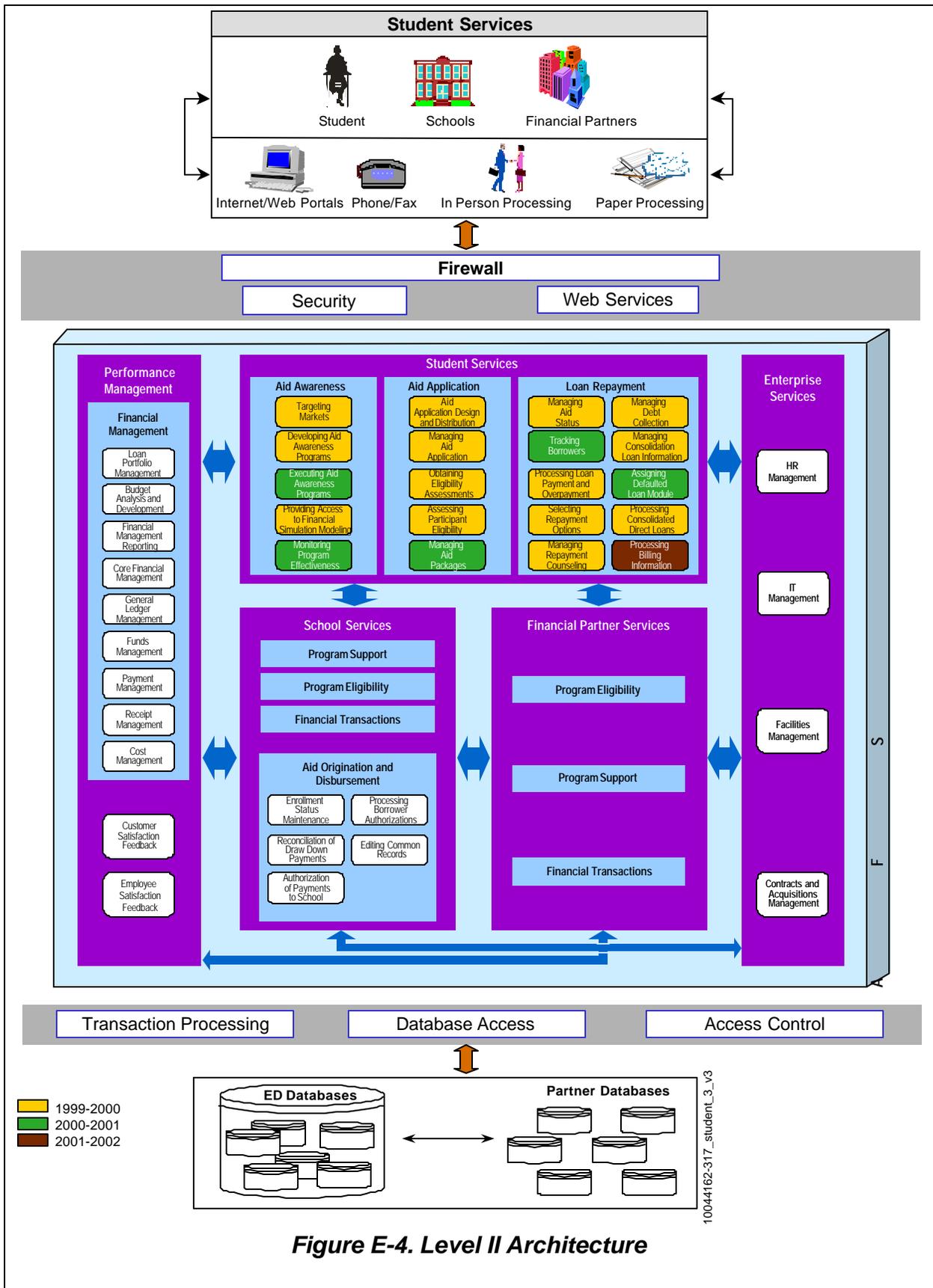
The Level II architecture for Student Services is shown in Figure E-4. This figure is an initial chart showing all changes projected for the Student Services functional area.

Figure E-5 shows the Student Services processes that are in progress for September 2000, highlighted in solid color. This figure also shows the legacy system that will be retired or transformed in this time frame, depicted as a “tombstone.”

In conjunction with the Student Services architecture changes planned to be started by September 2000, Table E-1 describes the individual modernization projects that will contribute to these architecture changes, and the impact and benefits to the community for each project.

Similarly, Figure E-6 and Table E-2 depict the architecture changes, retired or transformed legacy applications, and the modernization projects that will accomplish them between October 2000 and September 2001. Lastly, the changes and projects that will take place between October 2001 and September 2002 are shown on Figure E-7 and Table E-3.

SFA is attempting to reduce paper transactions for students as much as possible. Complete paper phase-out may never occur because SFA must be accessible to all students and partners, even those without PCs and Web access.



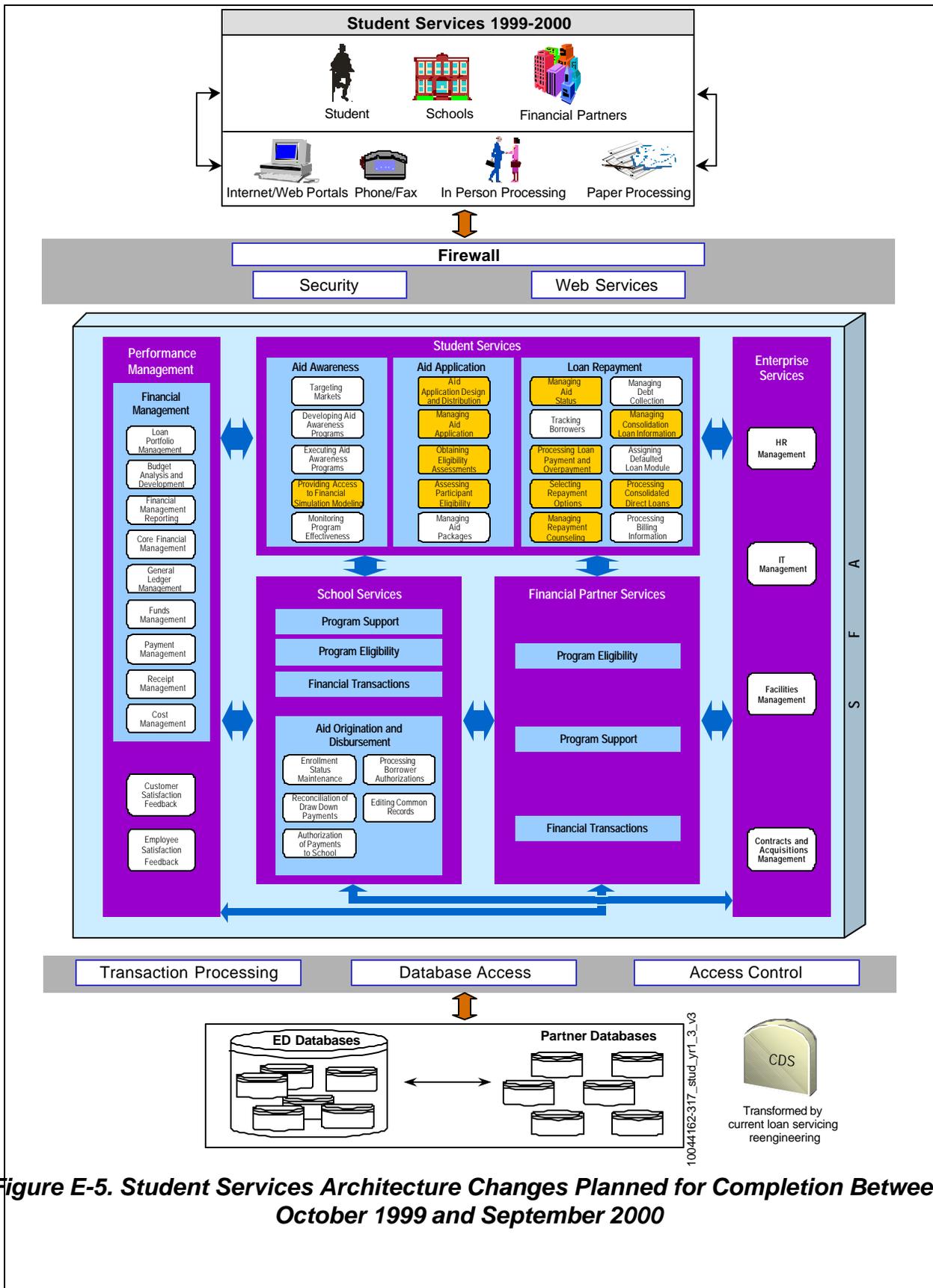


Figure E-5. Student Services Architecture Changes Planned for Completion Between October 1999 and September 2000

Table E-1. Student Services Architecture Changes Needed to Fulfill Projects Planned for Completion Between October 1999 and September 2000

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Enhanced Aid Awareness	Online Financial Planning Tool	Provide access to financial counseling tools that would allow students and families to estimate costs of attending school, financial aid required, financial eligibility, repayment obligations, and future earnings. <ul style="list-style-type: none">• Students.gov	AW04	Customer Satisfaction	Completed
Enhanced Aid Application	Form-based FASA on the Web CPS	This would provide a streamlined Web application that mirrors the paper entry form format of the FAFSA, as indicated as a preference by a segment of our applicants.	AA-01	Customer Satisfaction	Completed
Enhanced Aid Application	Interactive Drug Question/Web app CPS	The 2000-2001 FAFSA now requires (legislatively mandated) applicants to answer questions about drug conviction eligibility. To determine eligibility, students must go through a complicated decision-making process.	AA-01	Customer Satisfaction	Completed
Enhanced Aid Application	Prepopulated FAFSA on the Web	Expansion of the pilot program to allow data entered through school admission systems to be transferred to FAFSA on the Web.	AA-02	Customer Satisfaction	Completed
Enhanced Aid Application	Digital ID (PIN) Phase I	Establish a mechanism to enable participants to electronically authenticate documents to reduce requirement for paper signatures.	AA-02 LR-02 LR-03	Unit Cost Customer Satisfaction Employee Satisfaction	Completed
Enhanced Aid Application	Simplify FAFSA Renewal	Simplify FAFSA renewal: SFA will fill out the forms, so students can simply sign and return them if there are no changes.	AA-02	Customer Satisfaction Unit Cost	Completed

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Enhanced Loan Servicing	Analyze and Initiate Online Exit Counseling	Schools and students need access to both current and historical loan data to understand debt burden and to understand the implications of taking out Federal student loans. Currently, there is no automated mechanism to access all this data.	LR-01	Customer Satisfaction	Completed
Enhanced Loan Servicing	Analysis of Servicing/Collections Future Support	Analysis to determine the best approach for implementing new systems for Servicing and Debt Collection.	LR-04	Unit Cost	April 2000
Enhanced Loan Servicing	Establish Variable Interest Rates – Ph II	To introduce variable interest rates to certain FFEL loan debts and Federal Direct Student Loan debts.	LR-04	Customer Satisfaction	Completed
Enhanced Loan Consolidation	Eliminate XE errors in LC	Initial Direct Consolidation Loan booking to Direct Loan Servicing and/or supplemental loan bookings to Direct Loan Servicing are routinely rejected by superfluous edits, and embedded hidden edits.	LR-07	Customer Satisfaction Unit Cost	Completed
Enhanced Loan Consolidation	LC Web Application enhancements	Provide an automated, Internet based method to permit potential Direct Consolidation Loan borrowers to initiate their loan request through an on-line, interactive application linked to the Direct Loan Consolidation Center.	LR-07	Customer Satisfaction	April 2000
Enhanced Loan Consolidation	Loan Consolidation ACH	The Federal Government has been mandated to make all cash payments to lenders through ACHG transactions.	LR-07	Unit Cost Customer Satisfaction	Sept. 2000
Maintain Stable Operations	Y2K Contingencies	If a Y2K failure occurs, a contingency plan is required to continue supporting processes.	CS-04	Customer Satisfaction	Completed

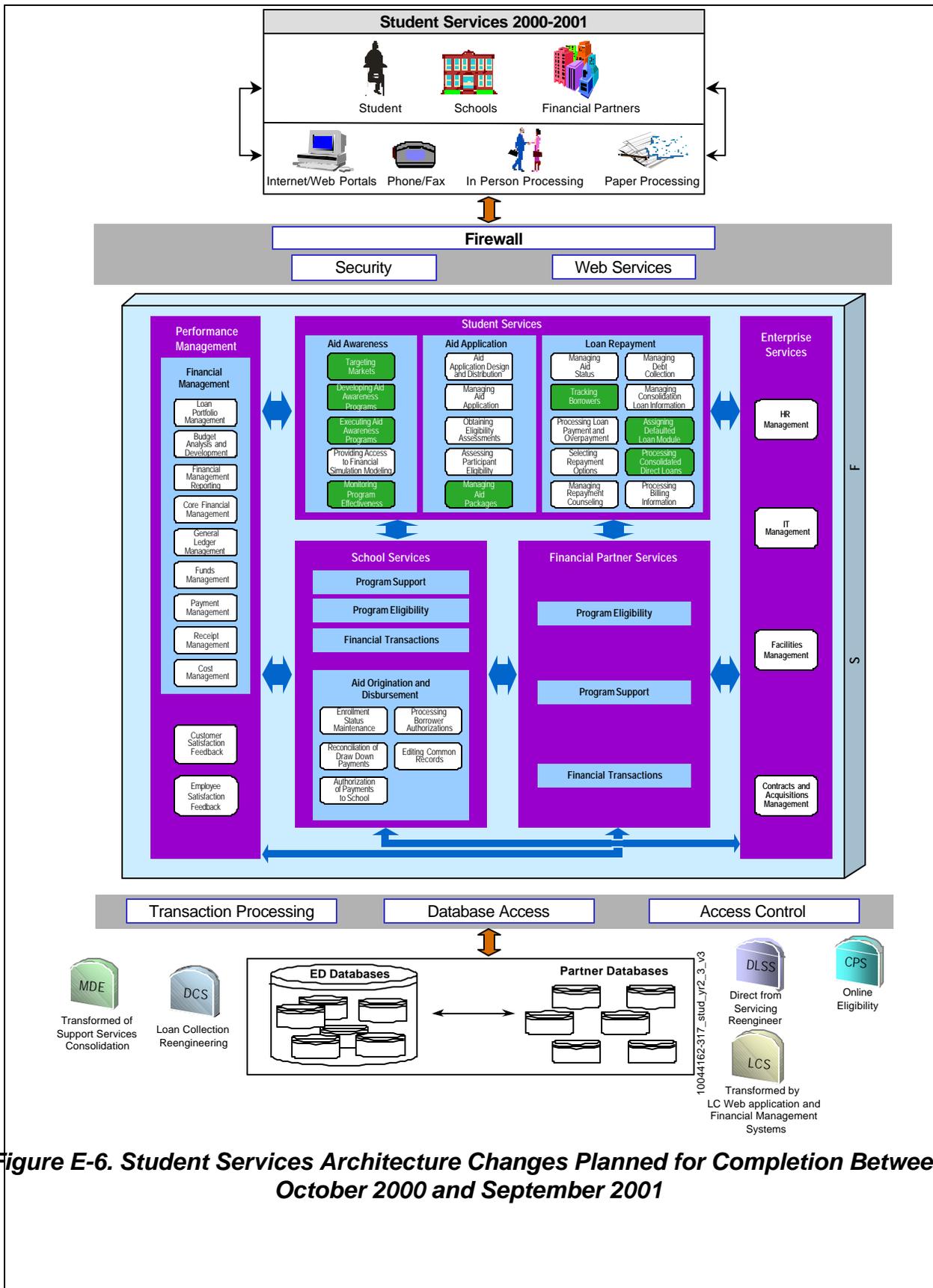


Figure E-6. Student Services Architecture Changes Planned for Completion Between October 2000 and September 2001

Table E-2. Student Services Architecture Changes Needed to Fulfill Projects Planned for Completion Between October 2000 and September 2001

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Enhanced Aid Awareness	Aid Awareness Program	Develop an Aid Awareness strategy. Undertake marketing research to identify target market segments, implement marketing campaign, and assess the success of the campaign. <ul style="list-style-type: none"> • Single Student Account (Students Portal) • Multilingual Initiative - Publications 	AW-01 AW-02 AW-03 AW-05	Customer Satisfaction	Starts FY01-1Q
Enhanced Aid Awareness	Student Portal	Establish a mechanism to allow students to have a single Web interface to see details about their Title IV aid, including FFELP loans, Direct Loans, Perkins Loans, and Pell Grants, either from ED databases or via access to partner.	CS-06	Customer Satisfaction	FY01-4Q
Enhanced Aid Application	Digital ID/PIN Phase II	Provide PIN registration and electronic signature via the GSA ACES program.	AA-02, LR-02, LR-03	Unit Cost Customer Satisfaction Employee Satisfaction	Starts FY01-1Q
Enhanced Aid Application	FAFSA Improvements	Implement additional improvements in the Web-based FAFSA. <ul style="list-style-type: none"> • Increase Web submission • Spanish FAFSA • SAR Redesign • Renewal FAFSA Redesign 	AA-01	Customer Satisfaction	Starts FY01-1Q

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Enhanced Aid Application	Spanish FAFSA on the Web CPS	States and territories with large Spanish-speaking populations only have the Spanish FAFSA to provide to their Spanish-speaking students. Since we are attempting to increase the number of electronic applications, this would provide an electronic application.	AA-01	Customer Satisfaction	FY01-2Q
Enhanced Aid Application	FAFSA Corrections on the Web	This initiative will allow students to make corrections to the processed FAFSAs. In addition, it will provide a means for allowing students and parents of dependent students to electronically sign these corrections.	AA-02	Customer Satisfaction Unit Cost	FY01-3Q
Enhanced Aid Application	IRS Match Pilot	The Higher Education Amendments of 1998 authorize ED to confirm certain Title IV applicant income information with IRS data. In 2000-2001, ED will do a pilot with schools to determine impact of an IRS match on financial aid administration at the school.	AA-03	Unit Cost	FY01-2Q
Enhanced Aid Application	IRS Test Match Study	The Higher Education Amendments of 1998 authorize the Secretary of Education to confirm certain Title IV applicant income information with IRS data. In 2000-2001, ED and the IG will conduct a test match study with the IRS to examine the consistency of FA.	AA-03	Unit Cost	FY01-1Q
Enhanced Aid Application	Replace SAR with letter	Redesign the Student Aid Reports (SAR) in its current format. Send student applicants a plain language letter that clearly explains what's next, detail the information they provided, and explains how to correct any FAFSA errors.	AA-04	Customer Satisfaction Unit Cost	FY01-2Q

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Enhanced Aid Application	Partner with tax software preparers	Partner with tax preparers and tax software developers to create products that put Form 1040 tax data into Free Application for Federal Student Aid (FAFSA) on the Web.	AA-01	Customer Satisfaction	Starts FY01-3Q
Enhanced Loan Servicing	Analysis of Servicing	Complete reengineering analysis to determine the best approach for implementing new systems for Servicing.	LR-04	Unit Cost	Starts FY01-1Q
Enhanced Loan Servicing	Electronic Billing Infrastructure	Develop systems to allow borrowers to receive Direct Loan billing statements and to make monthly payments over the Internet.	LR-04	Customer Satisfaction	FY01-4Q
Enhanced Loan Servicing	DL Servicing Interest Rate Discount CDS	Borrowers in repayment becoming delinquent.	LR-04	Unit Cost	FY01-3Q
Enhanced Loan Consolidation	DL Consolidation Reengineering	Direct Loan Consolidation Reengineering.	LR-04	Unit Cost	Starts FY01-1Q
Enhanced Loan Consolidation	Loan Consolidation Certification	The current certification process exists in two forms: (a) paper for non-DoED lenders and guarantors, and (b) electronic for DoED/SFA Direct Loan Program Certification. Will put every lender on the same level playing field for loan-pay-off activity.	LR-07	Customer Satisfaction Unit Cost	FY01-4Q
Enhanced Debt Collection	DL Reengineering DCS	Debt Collection Reengineering including loan servicing interface and portfolio management.	LR-04	Unit Cost	Starts FY01-1Q
Enhanced Debt Collection	Modify Administrative Wage Garnishment at 15%	The current AWG process on the DCMS administer garnishments is now 10%. FMS Treasury has the authority to garnish at 15% if we follow FMS guidelines.	LR-12	Unit Cost	FY01-3Q
Proactive Services to Customers	Consolidated Customer Call Center Phase I	Design and initial implementation of a virtual one toll-free number for student customer service. Make account information on loan balances, payment histories, and other general account information available 24 hours per day, 7 days per week.	CS-06	Customer Satisfaction	FY01-2Q

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Proactive Services to Customers	Consolidated Customer Call Center Phase II	Implementation of one toll-free number for student customer service. Make account information on loan balances, payment histories, and other general account info available 24 hours per day, 7 days per week.	CS-06	Customer Satisfaction	Starts FY01-1Q

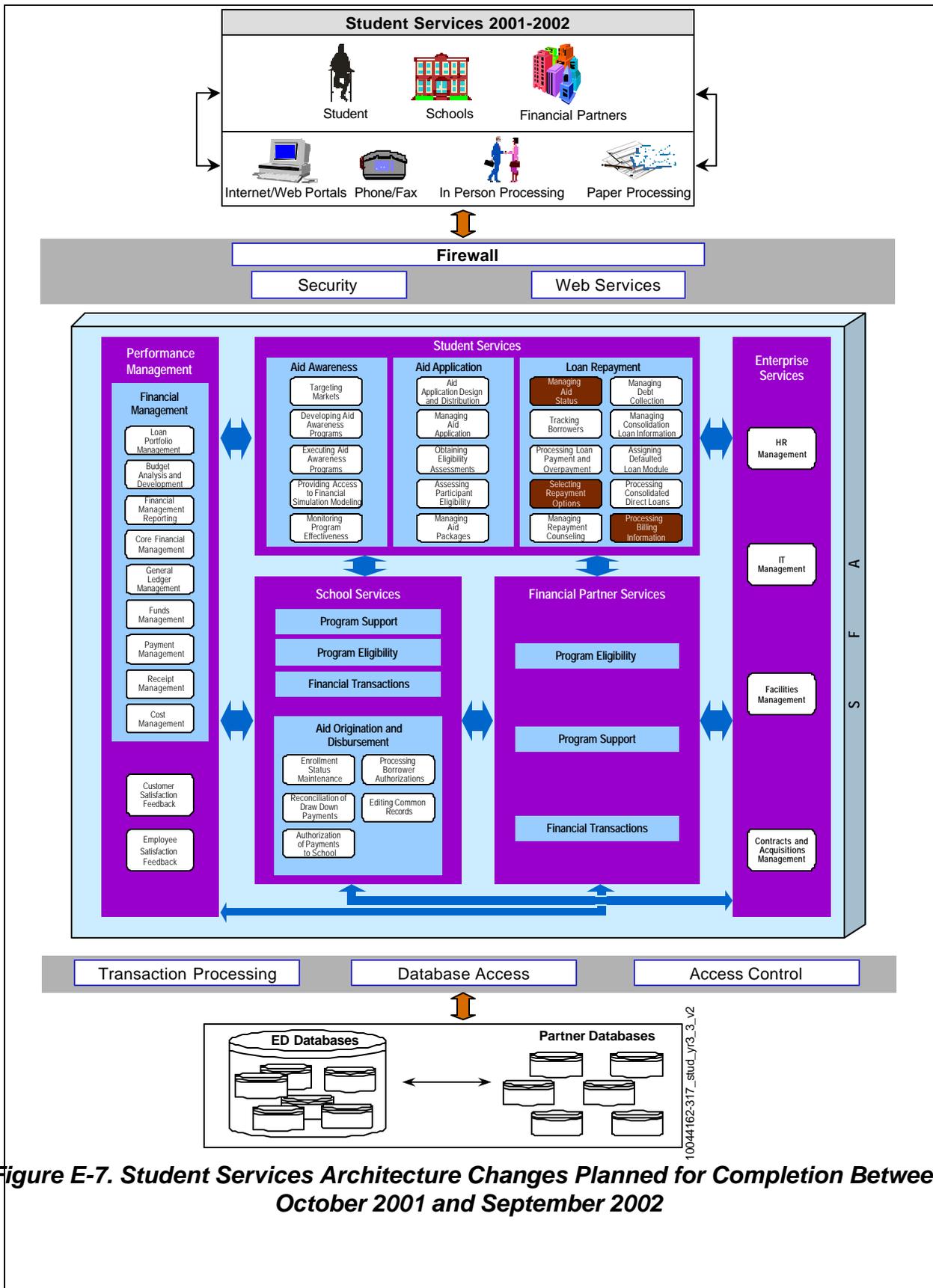


Figure E-7. Student Services Architecture Changes Planned for Completion Between October 2001 and September 2002

Table E-3. Student Services Architecture Changes Needed to Fulfill Projects Planned for Completion Between October 2001 and September 2002

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Enhanced Aid Awareness	Enhance/Monitor Program Effectiveness	Monitor program effectiveness to date. Enhance program based off of feedback. Leverage success and enhance program effectiveness based on customer feedback		Customer Satisfaction	Starts FY02-1Q
Enhanced Aid Application	Enhance/Manage Aid Application	Enhance and manage aid application processing. Provide customers more user-friendly electronic access to their information via the Web.		Customer Satisfaction	Starts FY02-1Q
Enhanced Aid Application	PIN Registration	In order to provide electronic signatures to applicants, the Department has plans to implement a PIN registration system. This PIN registration system allows for students, former borrowers, and parents to obtain an electronic signature if they have never done business with us or if we do not have current information about them.	AA-02 LR-02 LR-03	Unit Cost Customer Satisfaction Employee Satisfaction	FY02-3Q
Enhanced Aid Application	PIN/SSA Match	Once an applicant applies for an electronic signature, the Department wants to authenticate them by performing a match with SSA.	AA-02 LR-02 LR-03	Unit Cost Customer Satisfaction Employee Satisfaction	FY02-3Q
Enhanced Aid Application	ACES Development for CPS	By implementing a pilot with the GSA ACES program, ED will be allowing constituents nationwide to begin using a government-standard digital signature for accessing personal records & digitally signing applications.	AA-02 LR-02 LR-03	Unit Cost Customer Satisfaction Employee Satisfaction	FY02-3Q
Enhanced Aid Application	CAVIRS Data Match CPS	Provide ability to determine if applicants have previously defaulted on any government loans to prevent defaulters from obtaining Title IV aid.	AA-02 LR-10	Unit Cost	FY02-1Q

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Enhanced Aid Application	Test FAFSA with students and parents	Test all annual changes to the FAFSA with numerous focus groups and various testing, (i.e. beta) consisting of secondary and Post secondary students and their parents.	AA-01	Customer Satisfaction	FY02-2Q
Enhanced Aid Application	FAFSA Express Telecomm Redesign	FAFSA Express currently uses GEIS dial-up VAN to submit FAFSAs from students.	CS-06	Customer Satisfaction	FY02-2Q
Enhanced Loan Servicing	Enhance Bill Process	Enhance process for billing information to provide more repayment options such as electronic bill presentment and payment.		Customer Satisfaction	Starts FY02-1Q
Enhanced Loan Servicing	Direct Loan Prepayment options	Give Direct Loan borrowers a choice of how to apply prepayments Direct Loan accounts.	LR-04	Customer Satisfaction	FY02-4Q
Enhanced Loan Consolidation	Manage Loan Consolidation	Manage loan consolidation information/enhance process. Provide electronic capability.		Customer Satisfaction	Starts FY02-1Q
Enhanced Debt Collection	Manage Debt Collection	Enhance debt collection and portfolio management. Improve resources to track and update borrower information to help lower the default rate and the number of delinquent borrowers.		Customer Satisfaction	Starts FY02-1Q
Enhanced Debt Collection	FFEL Direct Debit	Borrowers do not have the option to make electronic payments directly from their bank accounts for the purpose of paying on their defaulted student loans.	LR-12	Customer Satisfaction	FY02-3Q
Proactive Service to Customers	Customer Relationship Management	One toll free number. Improve customer satisfaction through enterprise-wide focus on CRM. Integrate call center functions to provide seamless approach to customer service. Deploy a uniform standard of services throughout the enterprise.		Customer Satisfaction	Starts FY02-1Q

School Services

In this section we present the sequencing of the architecture for the School Services functional area.

We begin with the system architecture for current and target school service processes in Figure E-8. This figure depicts how the SFA Modernization Blueprint will transform the current set of processes and applications into a common, integrated set of processes for school services for all financial aid programs.

The Level II architecture for School Services is shown in Figure E-9. This figure is an initial chart showing all projected changes for the School Services functional area.

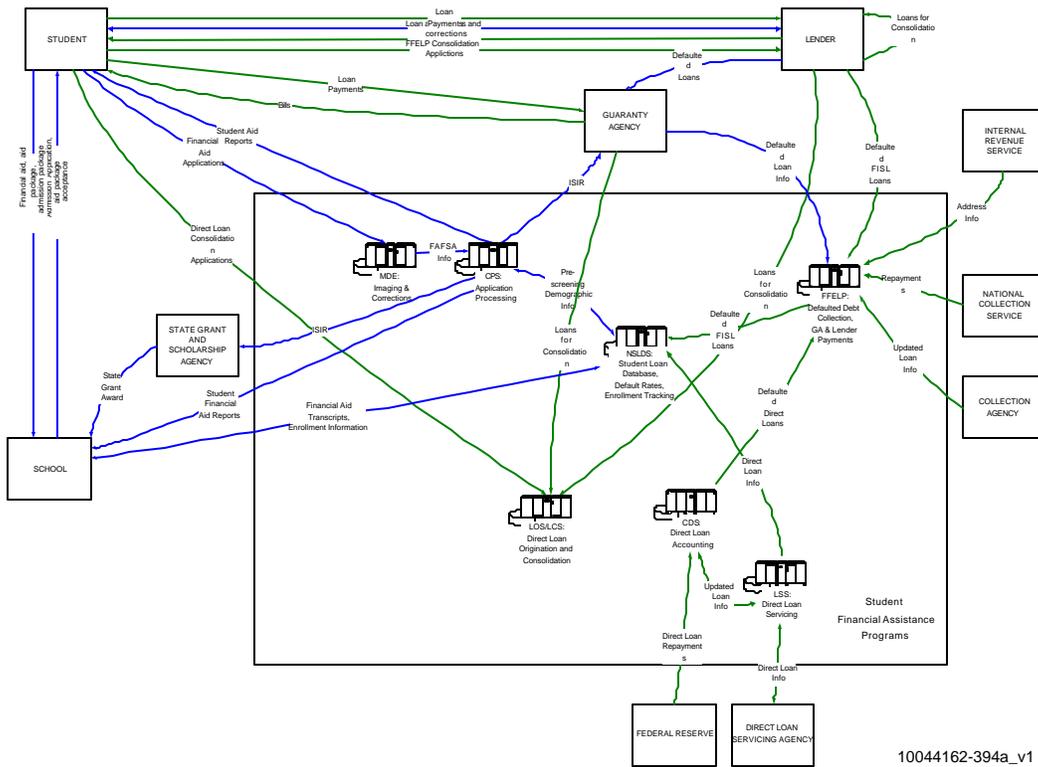
Figure E-10 shows the School Services subsystems that will be in place by September 2000, highlighted in solid color. This figure also shows the legacy systems that will be retired or transformed in this time frame, depicted as “tombstones.”

In conjunction with the School Services architecture changes planned to be started by September 2000, Table E.4 describes the individual modernization projects that will contribute to these architecture changes, and the impact and benefits to schools for each project.

Similarly, Figure E-11 and Table E-5 depict the architecture changes, retired or transformed legacy applications, and the modernization projects that will accomplish them between October 2000 and September 2001. Lastly, the changes and projects that will take place between October 2001 and September 2002 are shown on Figure E-12 and Table E-6.

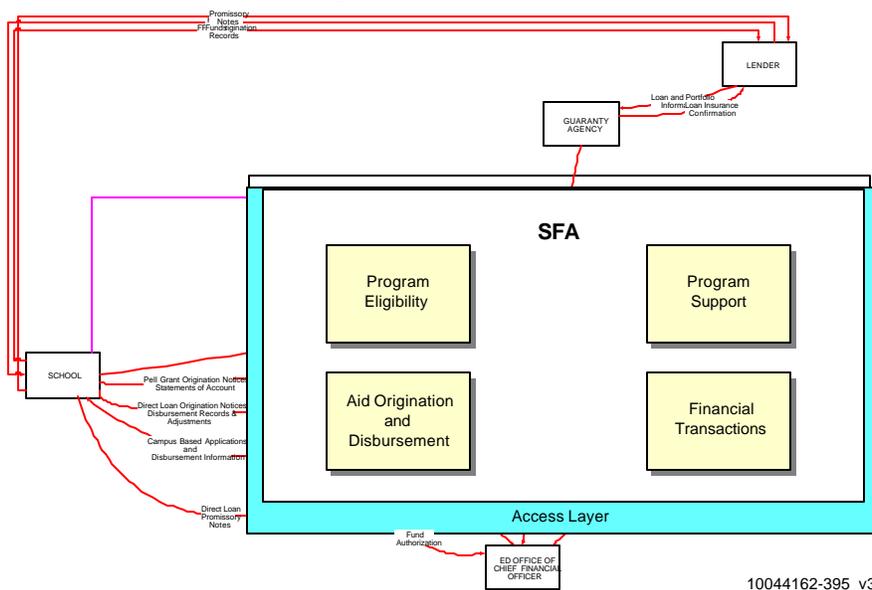
Origination and disbursement functions for FFELP will continue to be handled by lenders and guarantors.

System Architecture Current School Servers



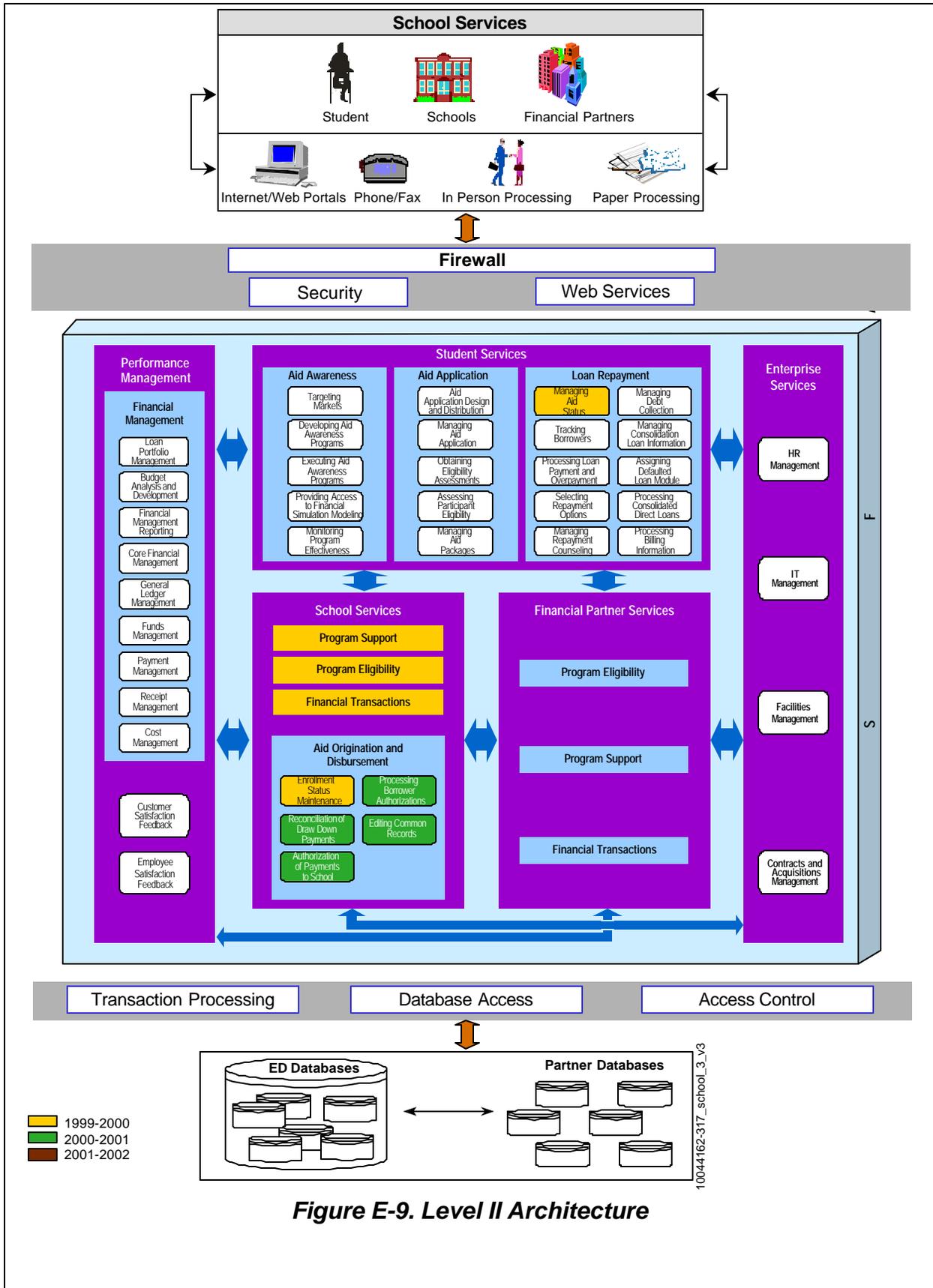
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System Architecture Target School Servers



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Figure E-8



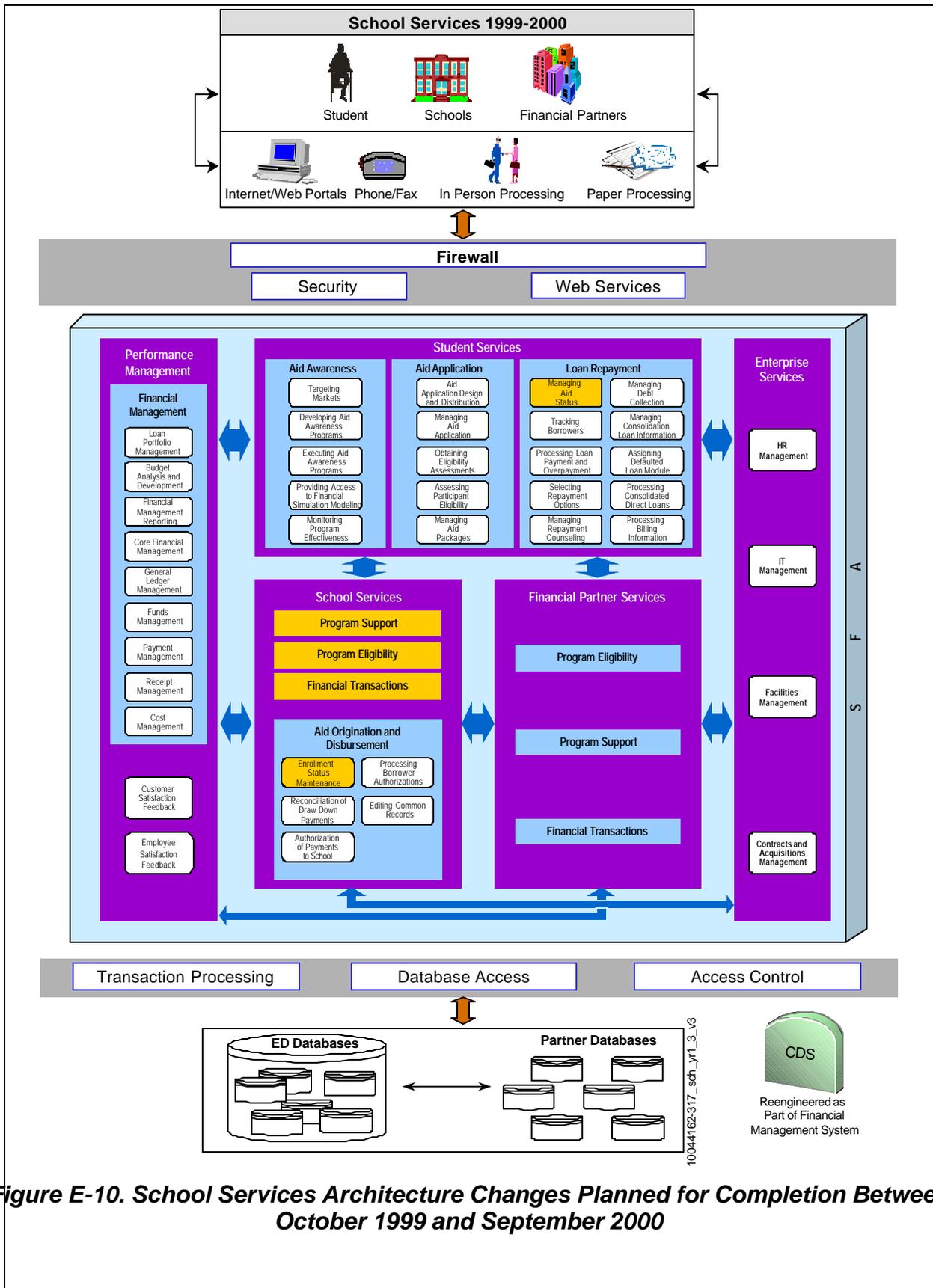


Figure E-10. School Services Architecture Changes Planned for Completion Between October 1999 and September 2000

**Table E-4. School Services Architecture Changes
Needed to Fulfill Projects Planned for Completion
Between October 1999 and September 2000**

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Student Aid Fair Enforcement	School Tracking Strategy	Analysis for determining how tools and processes can be used to improve tracking of school eligibility: <ul style="list-style-type: none"> • Review of current CM model • Identify changes to processing applications to participate and other CM tasks 	SS-01	Unit Cost Customer Satisfaction	June 2000 Sept. 2000
Student Aid Fair Enforcement	Enhance School Monitoring Systems	Analyze and enhance systems supporting school monitoring including: <ul style="list-style-type: none"> • Risk analysis system • Document receipt and control center • Eligibility and certification module of PEPs. 	SS-01 SS-02 SS-03 SS-04 SS-05 SS-06 SS-07	Customer Satisfaction	Sept. 2000 Sept. 2000 FY00-FY01
Student Aid Fair Enforcement	RISK & Other Case Management Data Analysis Initiatives	In this project Case Management seeks to perform an expert and objective strategic assessment and improvement of its data management/risk analysis tool. The purpose of the assessment is to evaluate how well the preset model actually achieves its risk-assessments.	SS-01 SS-02 SS-03 SS-04 SS-05 SS-06 SS-07	Customer Satisfaction Employee Satisfaction	Completed
Common Origination and Disbursement	Common Origination and Disbursement process	Create a common business process and system for aid origination and disbursement for Pell grants, campus-based and direct loans. <ul style="list-style-type: none"> • Review of current processes and systems • Design of common processes • Review of options for technology to support common processes 	FS-04	Unit Cost Customer Satisfaction Employee Satisfaction	April 2000 April 2000 Sept. 2000

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Default Reengineering	Improve Default Rate System	Student Loan Repayment information for Schools should be available by 12/1999 on NSLDS' Web. This information will provide to schools current repayment and default rate information on loans originated at their school.	SS-04 SS-06	Customer Satisfaction	Completed
Web Portal for Schools	Web-based Technical Assistance	<ul style="list-style-type: none"> • Development of prototype • Prototype available for reviewing and comment • Development of version 1.0 • Version 1.0 available <ul style="list-style-type: none"> • Fully functional IFAP • Some personalization • Links to SFATech and SFADownload 	SS-01	Customer Satisfaction	June 2000 June 2000 Sept. 2000 Sept. 2000
Consolidated with other initiative(s)	Distribute BUD Electronically	To provide schools with their cohort default rate loan level detail (Back-up Data) in an electronic data file via an electronic transfer of data. This data file would enable schools to sort, research and work on loans that are in default.	SS-04 SS-05	Customer Satisfaction Unit Cost	April 2000
Consolidated with other initiative(s)	Enhance SSCR Audit Trail	The IC office, schools, GA's and Default Management have all identified a deficiency in the current ability to audit the SSCR process.	OD-09	Employee Satisfaction	Consolidated
Consolidated with other initiative(s)	Clearinghouse Costs	Provide the clearinghouse with Direct Loan borrower data. Resolves certain SSCR reporting issues.	LR-03 LR-09	Customer Satisfaction	Completed
Consolidated with other initiative(s)	All Enrolled Data/ Clearinghouse Reporting for DLS/NSLDS	Enter agreement with clearinghouse to maintain and provide access to an all-enrolled database.	LR-03 LR-09	Customer Satisfaction	Completed
Consolidated with other initiative(s)	Improve Aid Overpayment Function (NSLDS)	This software change will eliminate the possibility of student identifier conflicts.	SS-05	Customer Satisfaction	Consolidated

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Consolidated with other initiative(s)	Adapt Demographic Feed from CPS to FAFSA Changes	This annual software change will allow NSLDS to add/delete data from the Demographic file due to changes made to the Free Application for Federal Student Aid (FAFSA).	AA-02	Customer Satisfaction	Consolidated
Consolidated with other initiative(s)	On-Line Credit Checks	Capacity to run on-line credit checks for PLUS Loans.		Customer Satisfaction	Completed
Consolidated with other initiative(s)	On-Line Direct Loan Corrections	Capacity to perform on-line corrections to Direct Loan originations.		Customer Satisfaction	Completed
Maintain Stable Operations	RFMS Rapid Response team	Identify, via school site visits and focus groups, required changes to RFMS. Make identified modifications to RFMS	OD-02	Customer Satisfaction	July 2000
Maintain Stable Operations	LO generated Letters to Schools	LO generated letters to students are needed to prompt action by the borrower to sign their Note or request the school to forward to the LOC all bookings transactions.	SS-06	Employee Satisfaction	Completed
Maintain Stable Operations	Modify DLSAS cash detail record layout	The DLSAS record layout may cause some confusion when the schools review the GAPS adjustment versus the GAPS cancellations.	SS-06	Customer Satisfaction	Completed
Maintain Stable Operations	Y2K Contingencies	If a Y2K failure occurs, a contingency plan is required to continue supporting the processes.	SS-05 SS-06	Customer Satisfaction	Completed
Maintain Stable Operations	Fiscal 2000 Procure RFMS DBA	The services of an Oracle Database Administrator (DBA) are required for Fiscal Year 2000. The Department does not have DBAs, therefore, it is necessary to find personnel with Oracle DBA experience.	SS-08 SS-09 SS-10	Unit Cost	Completed
Maintain Stable Operations	Independent Quality Assurance Unit for RFMS	Renew and establish independent quality assurance unit for RFMS.	SS-08 SS-09 SS-10	Unit Cost	Sept. 2000

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Maintain Stable Operations	WIN 2000 testing for EExpress CPS	This initiative is necessary to ensure that EExpress continues to function properly after the release of Microsoft (MS) Windows 2000.	SS-05	Customer Satisfaction	Completed

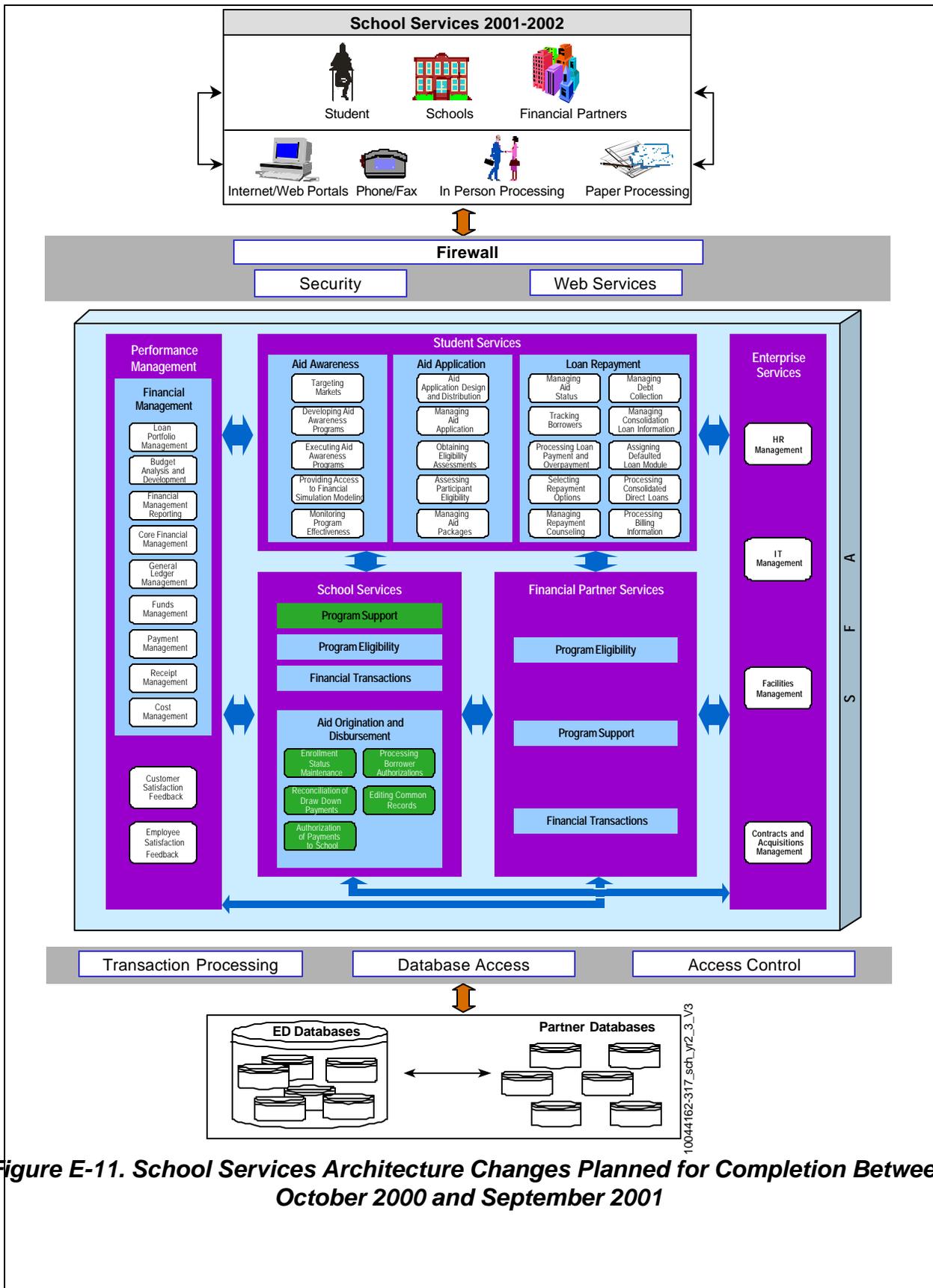


Figure E-11. School Services Architecture Changes Planned for Completion Between October 2000 and September 2001

**Table E-5. School Services Architecture Changes
Needed to Fulfill Projects Planned for Completion
Between October 2000 and September 2001**

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Student Aid Fair Enforcement	School Tracking Strategy	Analysis for determining how tools and processes can be used to improve tracking of school eligibility.	SS-01	Unit Cost Customer Satisfaction	FY01-4Q
Web Portal for Schools	Web	<p>Provide policies, handbooks, and instructions to schools via the Web</p> <ul style="list-style-type: none"> • Version 2.0 available <ul style="list-style-type: none"> • Reengineered IFAP • Increased personalization • Links to SFATech and SFADownload • Links to operating systems Web sites • Version 3.0 available <ul style="list-style-type: none"> • Direct access to operating systems via portal • On-line submissions and corrections • Query and downloading of available data 	SS-01	Customer Satisfaction	FY01-2Q FY01-4Q
Common Origination and Disbursement	Common Origination and Disbursement process	<p>Create a common business process and system for aid origination and disbursement for Pell grants, campus-based and Direct Loans.</p> <ul style="list-style-type: none"> • System and middleware development 	FS-04	Unit Cost Customer Satisfaction Employee Satisfaction	FY01-3Q

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Consolidated with other initiative(s)	Broaden PEPS/NSLDS Data Exchange	Perform work identified in PEPS Phase 1 task order. This includes capturing all data provided by PEPS in its weekly feed (including DUNS and foreign address information) and working with PEPs to formulate a new feed to provide data needed by our customer	SS-05	Customer Satisfaction	FY01-3Q
Consolidated with other initiative(s)	PEPS	The Eligibility/Certification module is the backbone of the PEPS system. This module was first developed in 1993 and is in great need of redesigning to accommodate changes in policy, reporting, business processes (case team approach) and legislation.	SS-01 SS-02 SS-03 SS-04 SS-05 SS-06 SS-07	Customer Satisfaction	Starts FY01-3Q
Consolidated with other initiative(s)	Cohort Default Rate Appeal Processing	Convert to an automated process to reduce costs with increased appeals caseloads while continuing to resolve appeals in a timely manner.	SS-06	Unit Cost Customer Satisfaction	FY01-2Q
Consolidated with other initiative(s)	Online Technical Assistance for Schools	Provide technical assistance to schools via the Internet.	SS-04	Unit Cost Customer Satisfaction	FY01-4Q
Consolidated with other initiative(s)	School Closure participant support process	Improve processes to refund participants and help them identify alternatives in the event of school closure.	SS-05	Unit Cost Customer Satisfaction	FY01-3Q
Consolidated with other initiative(s)	Eligibility Sharing	Sharing of Eligibility information with student consent with State Agencies and third parties.	SS-04 AA-03	Customer Satisfaction	Consolidated
Maintain Stable Operations	Migrate all internal NSLDS functions to the Web	Allow use of online functions for default rate items, budget items, system monitoring, user sign up, and system maintenance.	SS-04	Employee Satisfaction	FY01-3Q
Maintain Stable Operations	Necessary Support for Distance Learning	Recommend policy and program changes to support Distance Learning.	SS-04	Customer Satisfaction	FY01-4Q

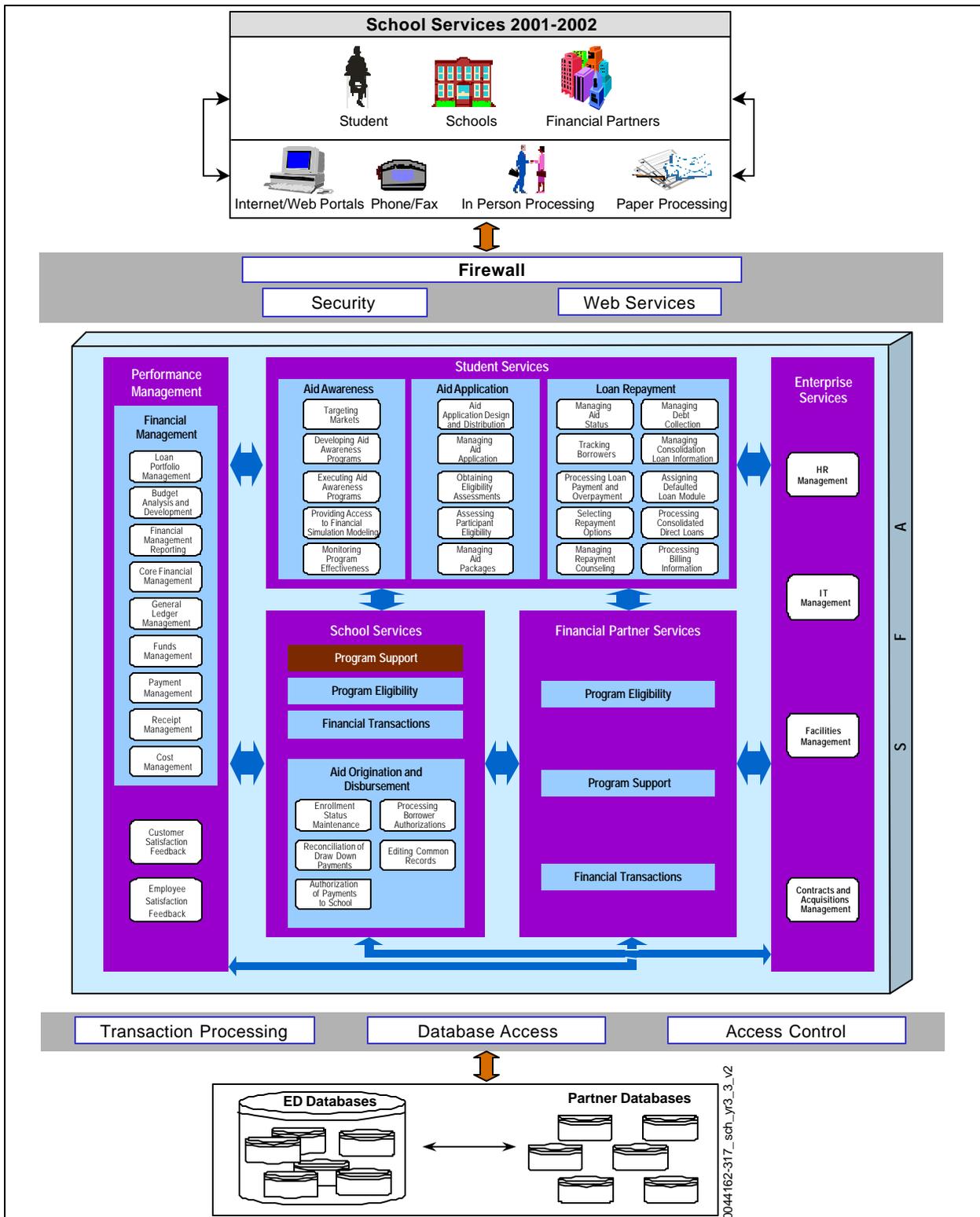


Figure E-12. School Services Architecture Changes Planned for Completion Between October 2001 and September 2002

**Table E-6. School Services Architecture Changes
Needed to Fulfill Projects Planned for Completion
Between October 2001 and September 2002**

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Common Origination and Disbursement	Common Origination and Disbursement process	Create a common business process and system for aid origination and disbursement. <ul style="list-style-type: none"> • System and middleware testing • Pilot program 	FS-04	Unit Cost Customer Satisfaction Employee Satisfaction	FY02-2Q FY02-4Q
Consolidated with other initiative(s)	Cohort Default Rate Appeal Processing	Convert to an automated process to reduce costs with increased appeals caseloads while continuing to resolve appeals in a timely manner.	SS-06	Unit Cost Customer Satisfaction	FY02-2Q
Consolidated with other initiative(s)	Eligibility Sharing	Sharing of Eligibility information with student consent with State Agencies and third parties.	SS-04 AA-03	Customer Satisfaction	Consolidated
Enhanced Aid Application	PLUS Redesign (FAFSA)	Analysis of matching parental data for PLUS eligibility.	AA-01	Customer Satisfaction	FY02-4Q
Maintain Stable Operations	Necessary Support for Distance Learning	Enact policy and program changes to support Distance Learning.	SS-04	Customer Satisfaction	FY02-4Q

Financial Partner Services

In this section we present the sequencing of the architecture for the Financial Partner Services functional area. Financial Partner Services is undergoing a major Modernization change program in the business, technical and organizational aspects of its operations. As a result, many of the details presented in this section are being evaluated against improvement opportunities and may change as the effort concludes.

We begin with the system architecture for current and target Financial Partner Services processes in Figure E-13. This figure depicts how the SFA Modernization Blueprint will transform the current set of processes and applications into a common, integrated set of processes for Financial Partner Services for all financial aid programs.

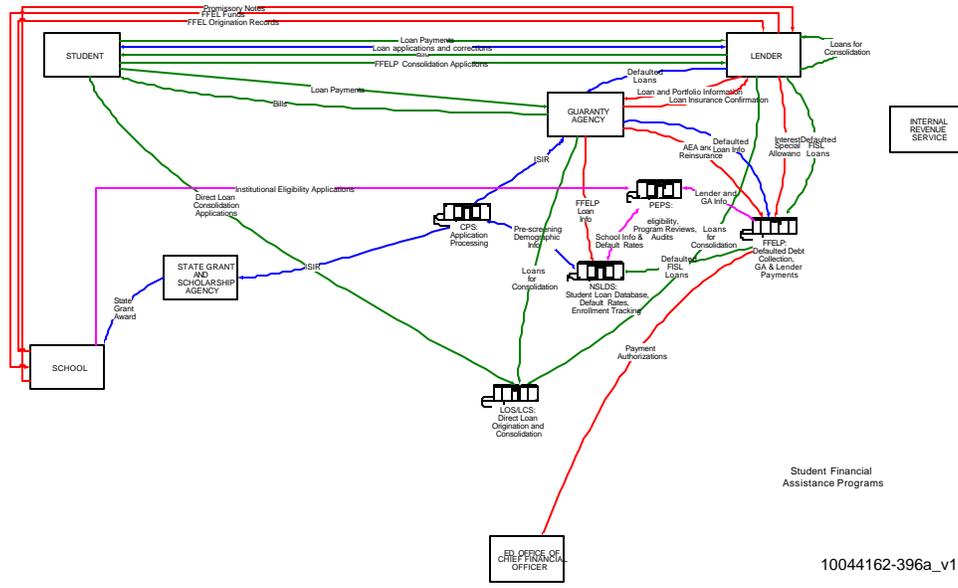
The Level II architecture for Financial Partner Services is shown in Figure E-14. This figure is an initial chart showing all changes projected for the Financial Partner Services functional area.

The Figure E-15 shows the Financial Partner Services subsystems that will be in place by September 2000, highlighted in solid color. This figure also shows the legacy system that will be retired or transformed in this timeframe, depicted as a “tombstone.”

In conjunction with the Financial Partner Services architecture changes planned to be completed by September 2000, Table E-7 describes the individual modernization projects that will accomplish these architecture changes, and the impact and benefits to the community for each project.

Similarly, Figure E-16 and Table E-8 depict the architecture changes, retired or transformed legacy applications, and the modernization projects that will accomplish them between October 2000 and September 2001. Lastly, the changes and projects that will take place between October 2001 and September 2002 are shown in Figure E-17 and Table E-9.

System Architecture Current Financial Partner Services



System Architecture Target Financial Partner Services

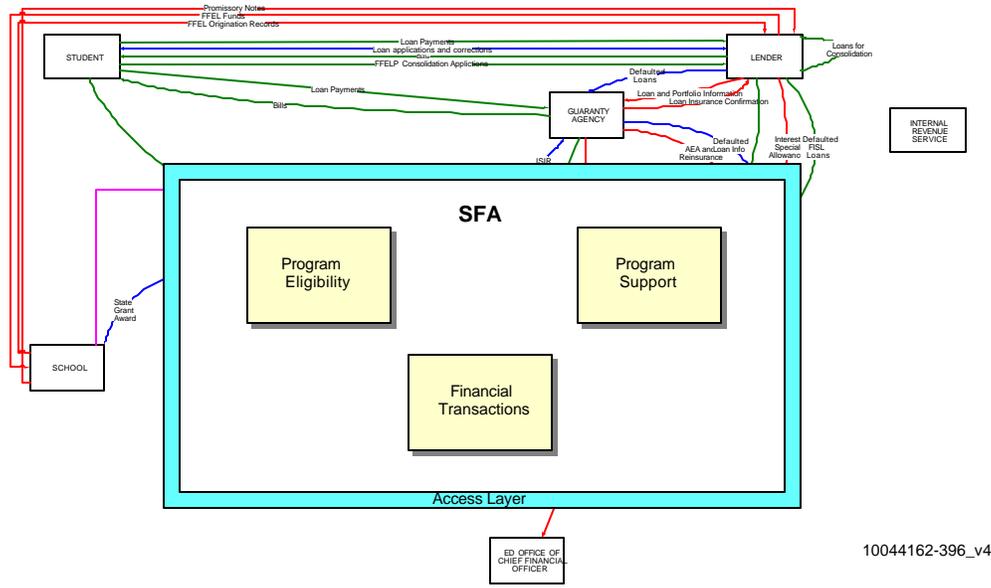


Figure E-13

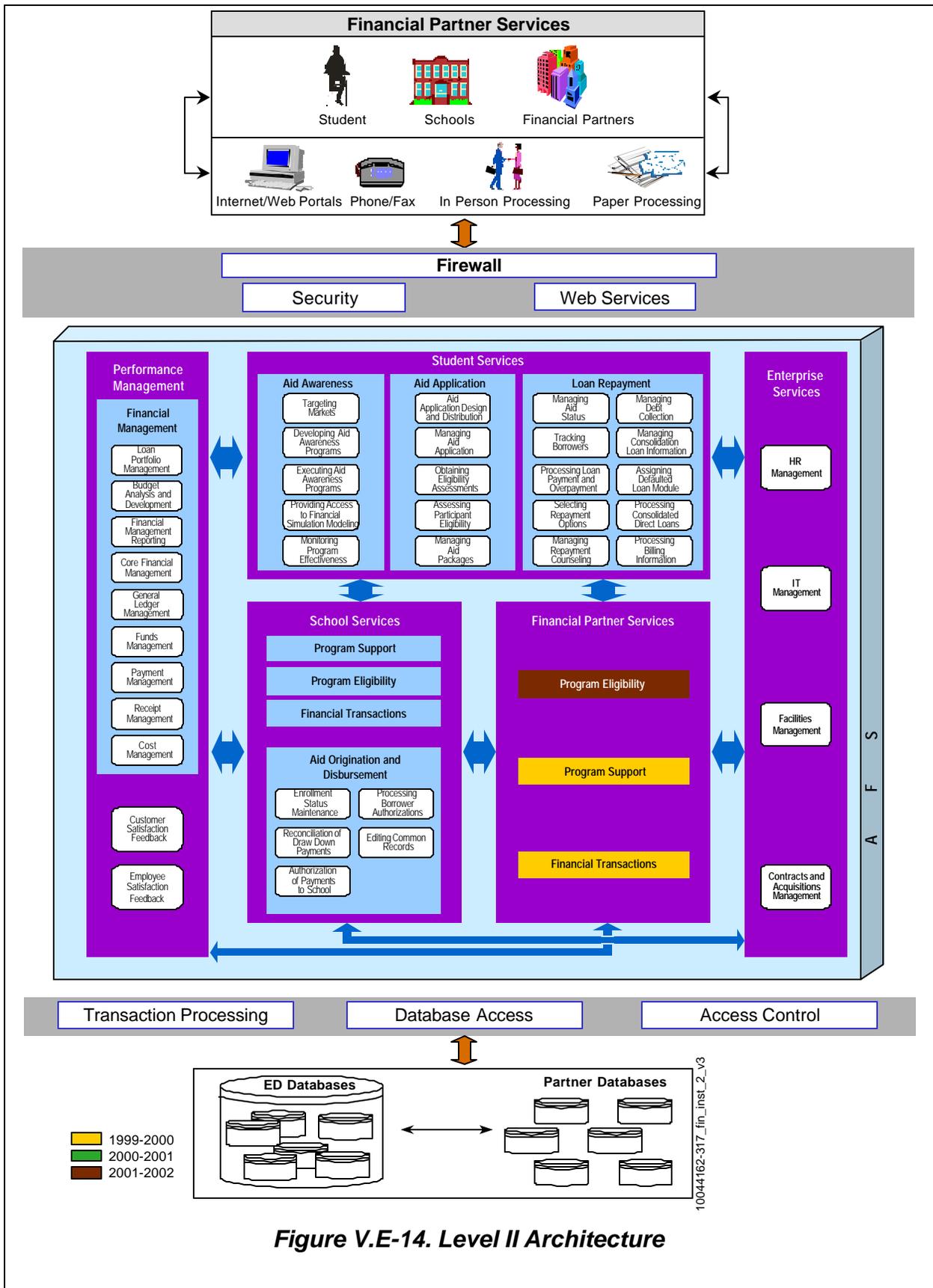


Figure V.E-14. Level II Architecture

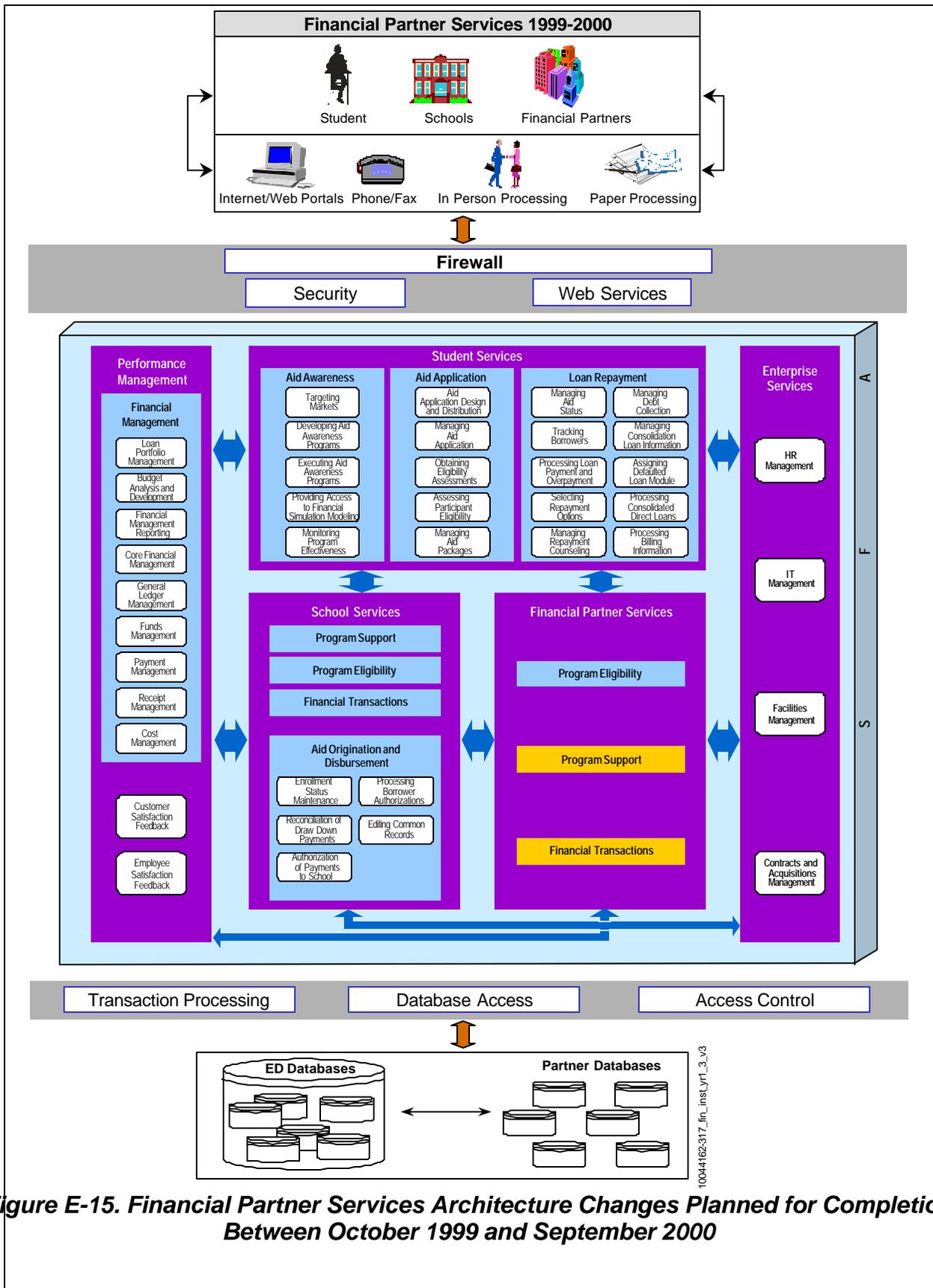


Figure E-15. Financial Partner Services Architecture Changes Planned for Completion Between October 1999 and September 2000

**Table E-7. Financial Partner Services Architecture Changes
Needed to Fulfill Projects Planned for Completion
Between October 1999 and September 2000**

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Consolidated with other initiative(s)	Redesign Lender Report System for a Relational Database	Current system operating in hierarchical database. User access is limited to rigid parameters. The users need more flexible access to the data. Users require the system to take advantage of technology that provides a more robust method of data collection.	FI-05	Customer Satisfaction	Consolidated
Consolidated with other initiative(s)	Financial Partner Identifier Standardization	Develop a standard identifier for financial institutions.	FI-05	Customer Satisfaction Employee Satisfaction	Consolidated
Consolidated with other initiative(s)	NSLDS Common FFEL Format for Institutions	Develop a common format.	FI-05	Customer Satisfaction Unit Cost	Consolidated
Consolidated with other initiative(s)	NSLDS Improve/Revise Loan Status Codes	Add new loan status codes to permit more accurate determinations of loan status.	FI-05	Customer Satisfaction	Consolidated
Consolidated with other initiative(s)	Provide DUNS to guarantors electronically	Give guarantors Dun and Bradstreet (DUNS) numbers electronically, so they can update their participant database.	FI-04	Customer Satisfaction	Consolidated
Consolidated with other initiative(s)	In cooperation w/guarantors, develop electronic payment/reporting systems (PAR046)	Relieve the burden of paper processing.	FI-10	Customer Satisfaction	Consolidated
Consolidated with other initiative(s)	799 on the Web	Interactive, Web-based form will need to be produced (PAR047). Let lenders have the option of monthly instead of quarterly reporting (PAR048).	FI-09 FI-10	Unit Cost Customer Satisfaction	Consolidated

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Consolidated with other initiative(s)	NSLDS Online Ad hoc Update Function	GA's need the ability to update events that are held in history in NSLDS but are data that are not included in the current data submittal process. Direct Loan Servicer needs to update default data that is data the Debt Collection System does not maintain.	FI-05	Customer Satisfaction	Consolidated
Maintain Stable Operations	Y2K Contingencies	If a Y2K failure occurs, a contingency plan is required to continue supporting processes.	FI-05	Customer Satisfaction	Consolidated

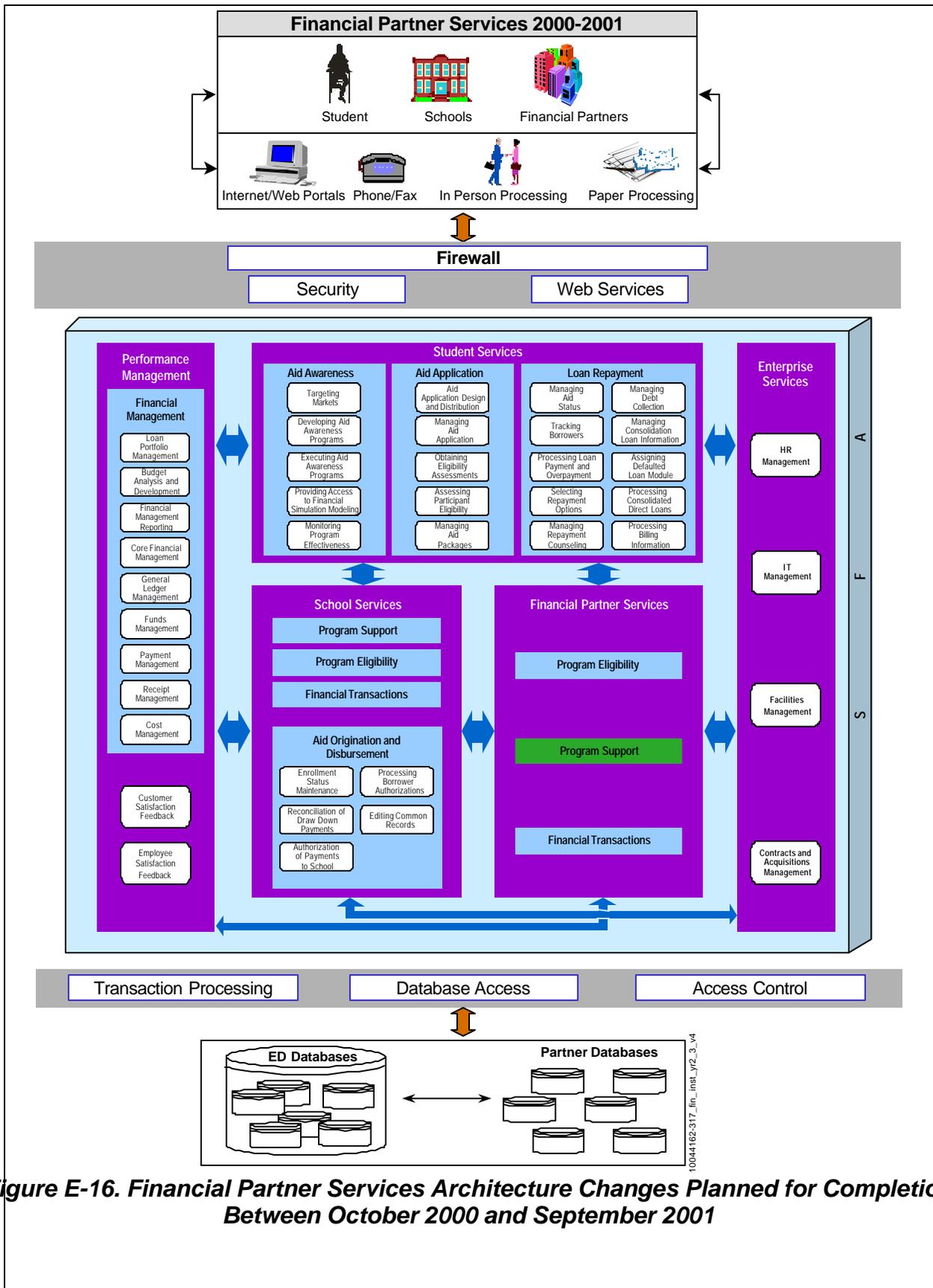


Figure E-16. Financial Partner Services Architecture Changes Planned for Completion Between October 2000 and September 2001

**Table E-8. Financial Partner Services Architecture Changes
Needed to Fulfill Projects Planned for Completion
Between October 2000 and September 2001**

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Financial Partners Process Reengineering	Reengineering of Financial Partners' Core Processes	Design and implement improvements to the core business processes within the Financial Partners channel. Core processes that will be reviewed are Lender/GA Payment processes, Policy and Analysis processes, Oversight and Technical Assistance, and Contract Management. <ul style="list-style-type: none"> • Requirements analysis • Implementation 	Various	Unit Cost Customer Satisfaction Employee Satisfaction	FY00-4Q FY01-2Q
Enabling Technology for Financial Partners	Web Portals for Financial Partners	Gather Web portal business requirements across the Financial Partners channel. <ul style="list-style-type: none"> • Requirements analysis • Implementation 	Various	Unit Cost Customer Satisfaction Employee Satisfaction	FY01-2Q FY01-4Q
Enabling Technology for Financial Partners	Common Third Party Interfacing (Middleware)	Analyze, design, and implement a simplified, single data exchange model for interfacing with external parties. <ul style="list-style-type: none"> • Requirements analysis • Implementation 	Various	Unit Cost Customer Satisfaction Employee Satisfaction	FY00-4Q FY01-2Q
Enabling Technology for Financial Partners	Document/ Workflow Management	Identify, design, and develop a document management process to eliminate unnecessary paper based functions with the Financial Partners channel. <ul style="list-style-type: none"> • Requirements analysis • Implementation 	Various	Unit Cost Customer Satisfaction Employee Satisfaction	FY00-4Q FY01-4Q

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Enabling Technology for Financial Partners	Data Warehouse for Financial Partners	Work with CIO to design and implement a comprehensive data warehouse to capture key Financial Partners data requirements. <ul style="list-style-type: none"> Requirements analysis Implementation 	Various	Unit Cost Customer Satisfaction Employee Satisfaction	FY00-4Q FY01-3Q
Enhanced Service Delivery for Financial Partners	Various projects to address improved service delivery for Financial Partners	Complete various projects to improve the exchange of information with Financial Partners. Includes expanding FAISA to trading partners Web sites, piloting electronic certification (i.e. NY Mentor PIN), and implementing an e-Commerce data exchange. <ul style="list-style-type: none"> Requirements analysis Implementation 	Various	Unit Cost Customer Satisfaction Employee Satisfaction	FY01-1Q FY01-4Q
External Partners Process Reengineering	Default Reduction Incentives	Determine alternative approaches for reducing program life default occurrences. Includes conducting a default reduction symposium. <ul style="list-style-type: none"> Requirements analysis Implementation 	Various	Unit Cost Customer Satisfaction	FY01-1Q FY01-3Q
External Partners Process Reengineering	Enhanced Monitoring of Financial Partners	Design and implement monitoring capabilities to improve the oversight of lenders, guarantors, and state agencies. This initiative would include risk modeling, profile development, improved fraud detection, and measuring performance. <ul style="list-style-type: none"> Requirements analysis Implementation 	Various	Unit Cost Customer Satisfaction Employee Satisfaction	FY00-4Q FY01-2Q
External Partners Process Reengineering	Enhanced Partner Relationship Management (i.e. CRM)	Analyze, design, and implement a new process that focuses on improving the strategic relationship with GAs, Lenders, and Partners. <ul style="list-style-type: none"> Requirements analysis Implementation 	Various	Unit Cost Customer Satisfaction Employee Satisfaction	FY01-1Q FY01-4Q

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
External Partners Process Reengineering	Voluntary Flexible Agreements	Implement and monitor voluntary flexible agreements for program participation. This initiative includes entering into agreements with up to 6 agencies, monitoring and reporting on performance, and recommending improvements to the Title IV loan process. <ul style="list-style-type: none"> Requirements analysis Implementation 	Various	Unit Cost Customer Satisfaction	FY01-1Q FY01-4Q
External Partners Process Reengineering	Regulatory Process Improvements	Enhance the process by which existing and new regulatory/legislative mandates are tracked, communicated, and implemented within the Financial Partners channel. <ul style="list-style-type: none"> Requirements analysis Implementation 	Various	Unit Cost Customer Satisfaction Employee Satisfaction	FY00-4Q FY01-2Q
Financial Partners Employee Transformation	Financial Partners Employee Transformation	Build staff skill profiles to identify individual opportunities for employee training and development. Includes delivering training to Financial Partners personnel. <ul style="list-style-type: none"> Requirements analysis Implementation 	Various	Customer Satisfaction Employee Satisfaction	FY00-4Q FY01-2Q
Consolidated with other initiative(s)	Reengineer Aggregate Formulas and Calculations	Analyze the formulas used to calculate present aggregates and the use of those aggregates. This will assist in oversight functions.	FI-05, FI-06	Customer Satisfaction	Consolidated
Consolidated with other initiative(s)	Online Technical Assistance for Financial Partners	Provide Technical Assistance to Financial Partners via the Internet.	FI-04	Unit Cost Customer Satisfaction	Consolidated
Consolidated with other initiative(s)	Financial Partner Tracking Strategy	Develop a strategy for tracking change of ownership and other Financial Partner changes.	FI-05	Unit Cost Customer Satisfaction	Consolidated

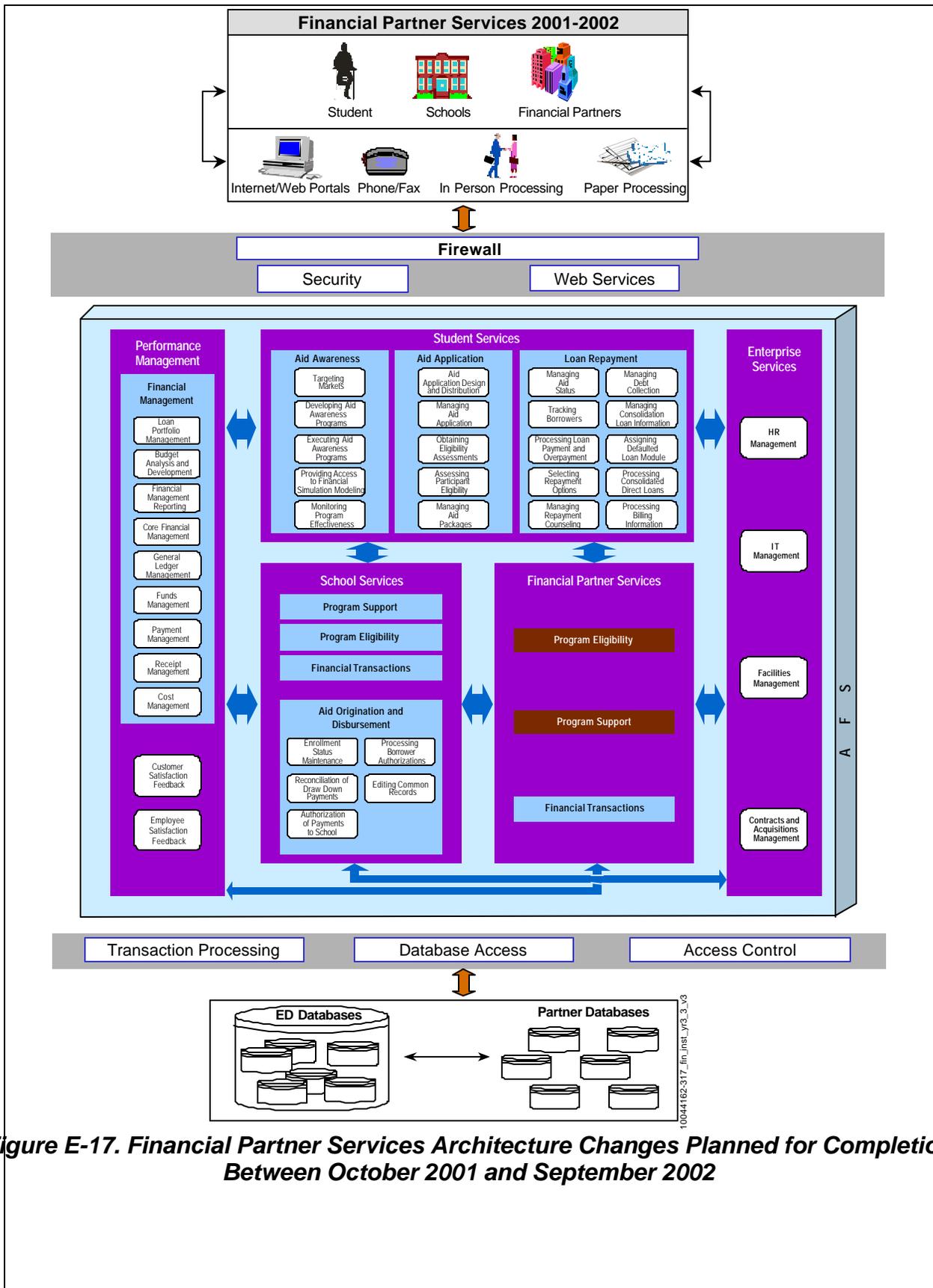


Figure E-17. Financial Partner Services Architecture Changes Planned for Completion Between October 2001 and September 2002

**Table E-9. Financial Partner Services Architecture Changes
Needed to Fulfill Projects Planned for Completion
Between October 2001 and September 2002**

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Consolidated with other initiative(s)	Direct Report from Lender to NSLDS	Provide a direct electronic interface.	FI-01	Customer Satisfaction	Consolidated
Consolidated with other initiative(s)	Initiate Performance Indicators for Voluntary Flexibility Agreements with Guaranty Agencies	Create a tool to monitor guaranty agency performance in designated areas of a Voluntary Flexibility Agreement; streamline the financial payment process to guaranty agencies.	FI-06, FI-07	Customer Satisfaction	Consolidated

Financial Management

In this section we present the sequencing of the architecture for the Financial Management functional area.

The Level II architecture for Financial Management is shown in Figure E-18. This figure is an initial chart showing all changes projected for the Financial Management functional area.

Figure E-19 shows the Financial Management subsystems that will be in place by September 2000. This figure also shows the legacy systems that will be retired or transformed in this time frame, depicted as “tombstones.”

In conjunction with the Financial Management architecture changes planned to be completed by September 2000, Table E-10 describes the individual modernization projects that will accomplish these architecture changes, and the impact and benefits to the community.

Similarly, Figure E-20 and the Table E-11 depict the architecture changes, retired or transformed legacy applications, and the modernization projects that will accomplish them between October 2000 and September 2001. Lastly, the changes and projects that will take place between October 2001 and September 2002 are shown Figure E-21 and Table E-12.

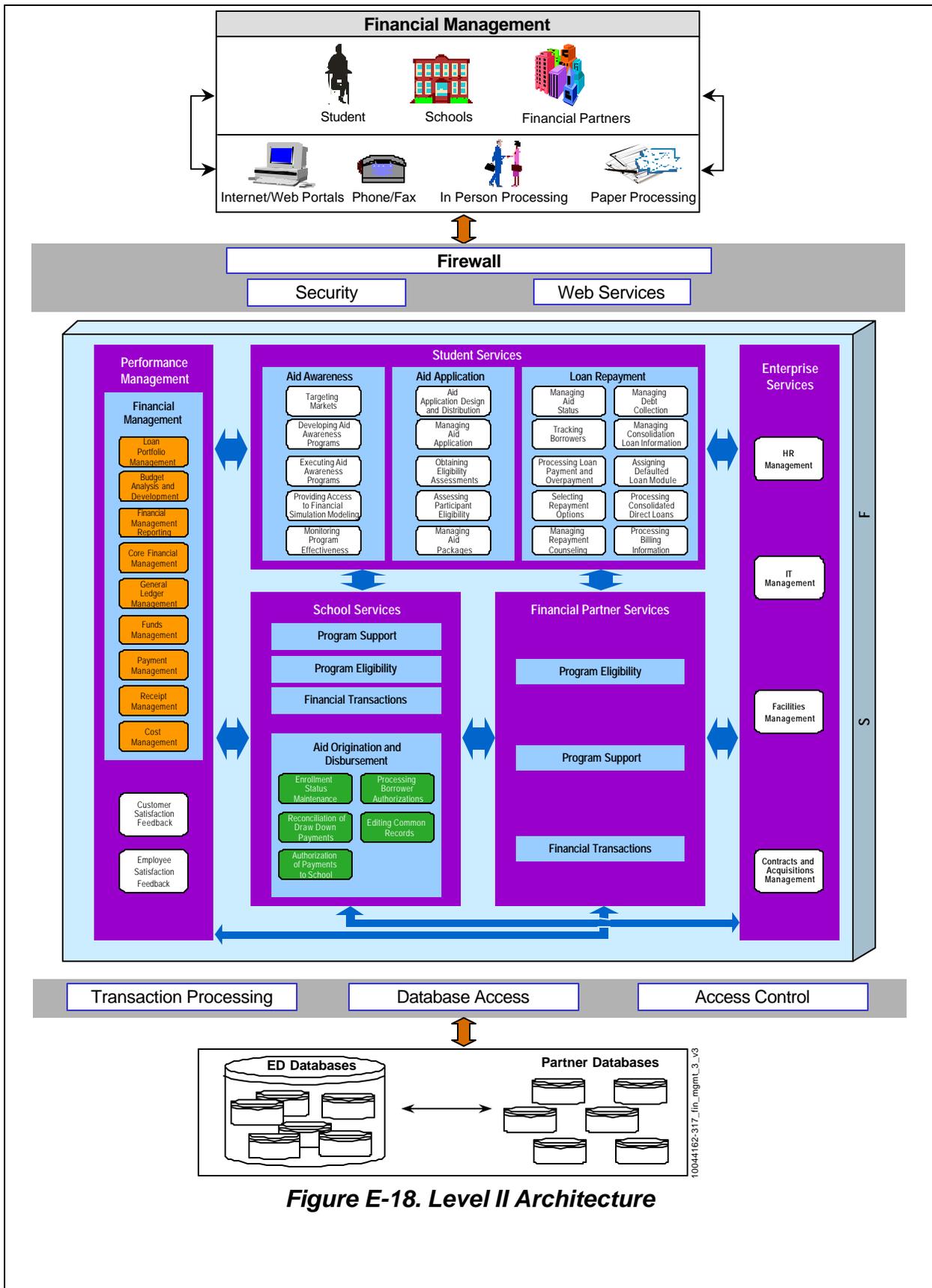


Figure E-18. Level II Architecture

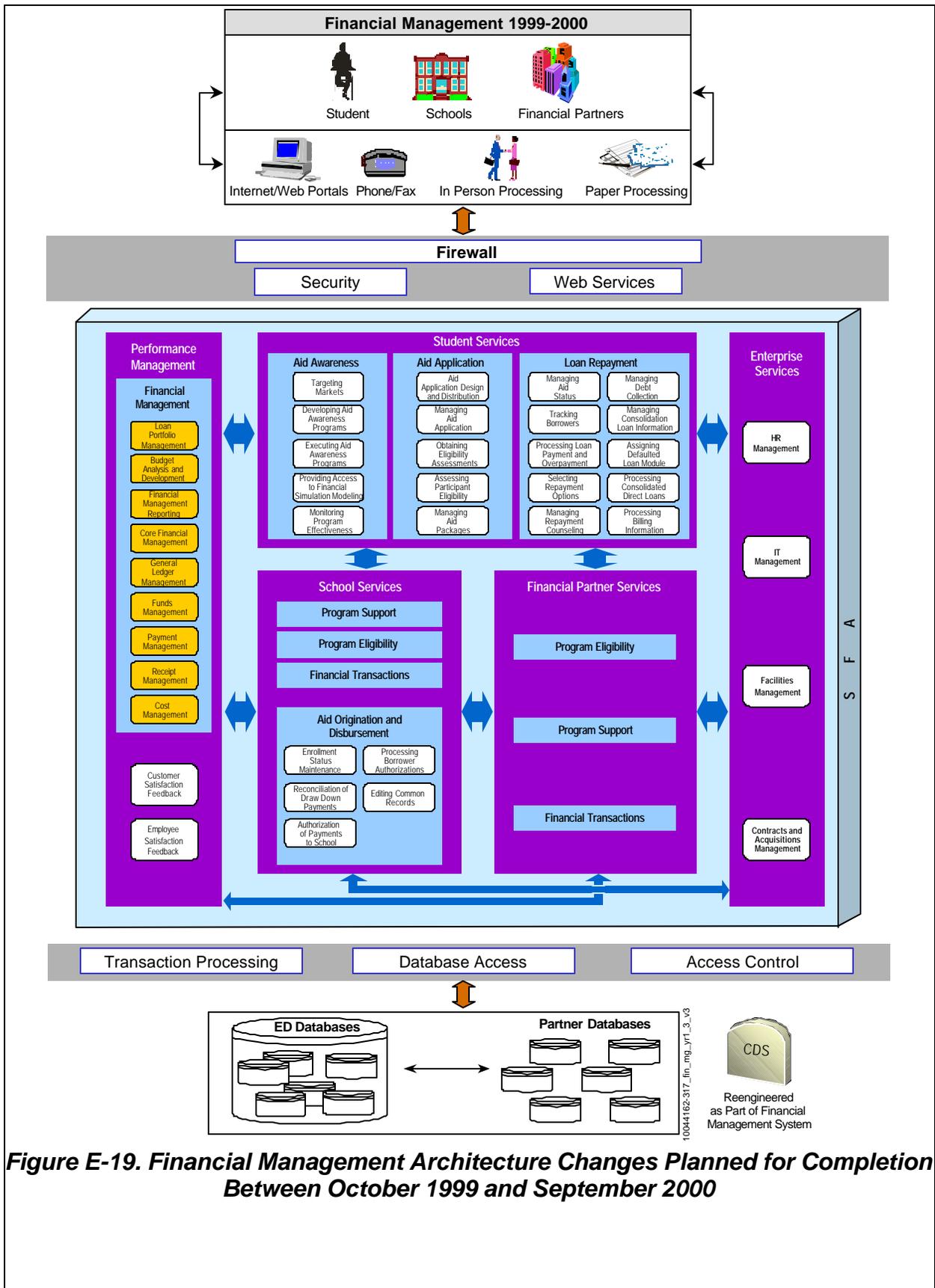


Figure E-19. Financial Management Architecture Changes Planned for Completion Between October 1999 and September 2000

**Table E-10. Financial Management Architecture Changes
Needed to Fulfill Projects Planned for Completion
Between October 1999 and September 2000**

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Financial Management Transformation	Financial Management System (Phase II)	<p>Create a "best in business" financial management and accounting system.</p> <p>This effort will include:</p> <ul style="list-style-type: none"> • Subsidiary Ledger for FFEL (GA) • Subsidiary Ledger for LEAPP • Fixed Assets 	FM-01 FM-09	Unit Cost Customer Satisfaction Employee Satisfaction	Oct. 2000

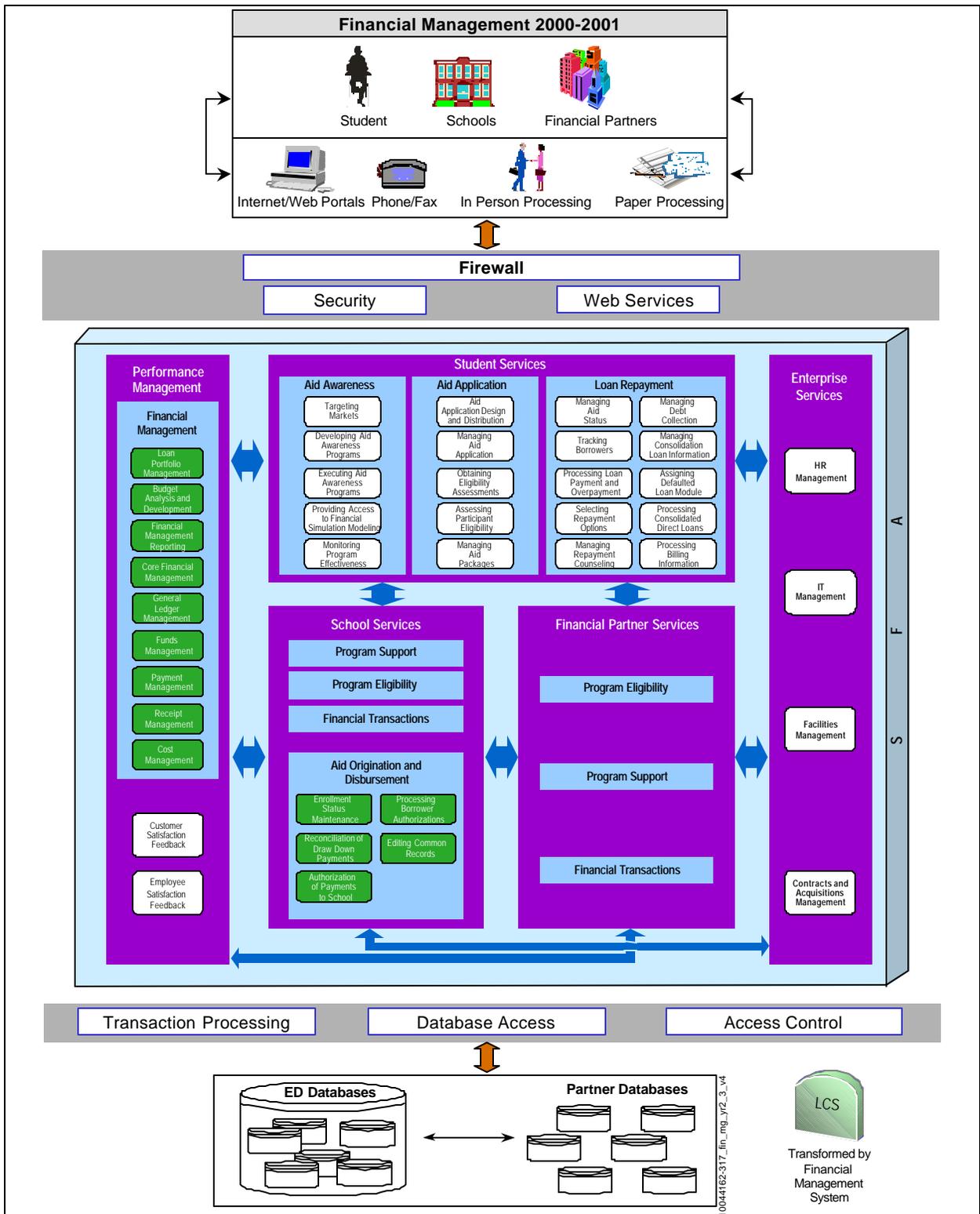


Figure E-20. Financial Management Architecture Changes Planned for Completion Between October 2000 and September 2001

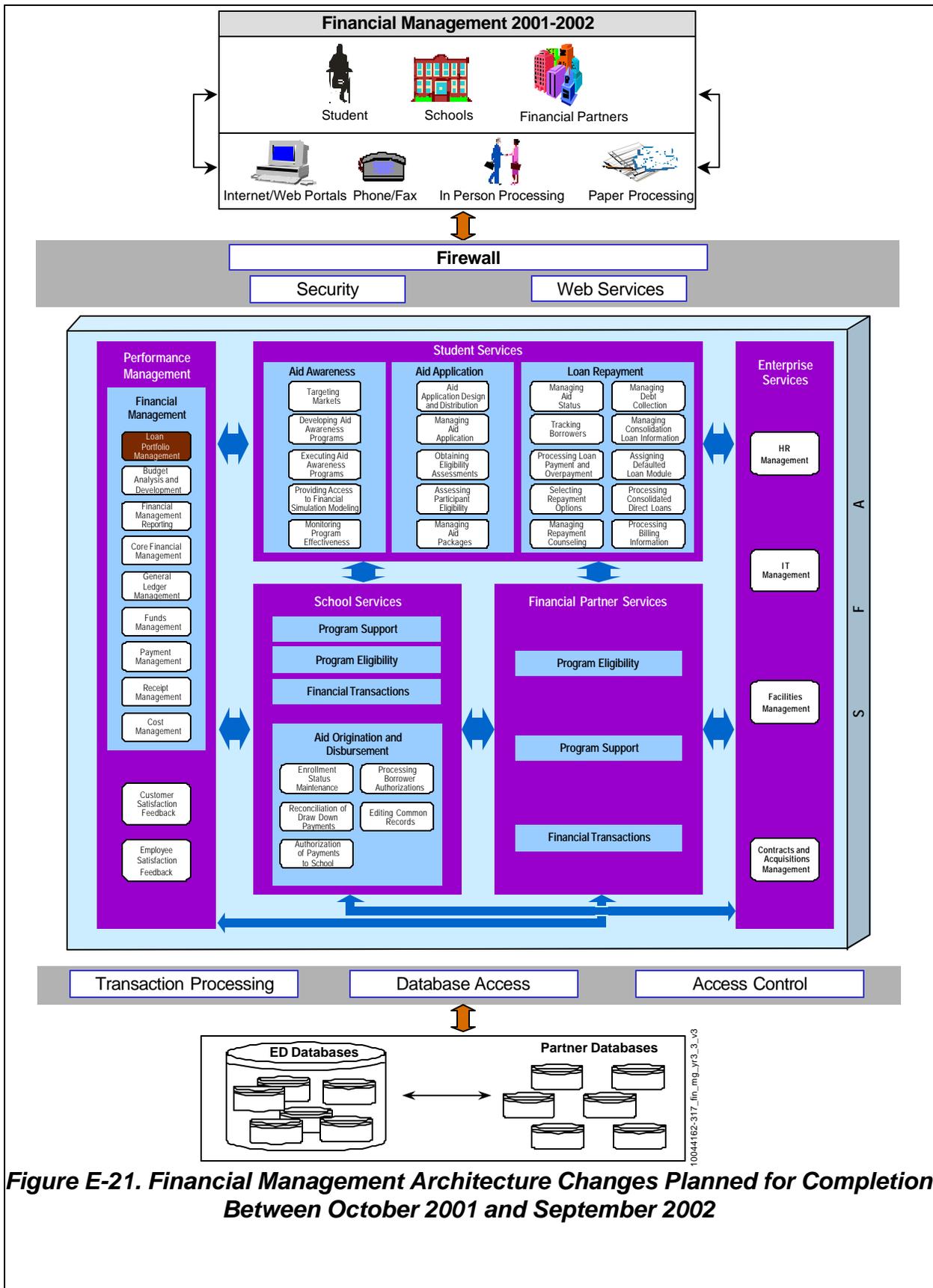


Figure E-21. Financial Management Architecture Changes Planned for Completion Between October 2001 and September 2002

**Table E-12. Financial Management Architecture Changes
Needed to Fulfill Projects Planned for Completion
Between October 2001 and September 2002**

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Financial Management Transformation	Financial Management System (Phase II)	<p>Create a "best in business" financial management and accounting system.</p> <p>This effort will include:</p> <ul style="list-style-type: none"> • FMS enhancement for Direct Loan, Pell, Operations, FFEL (GAs) and LEAPP to incorporate SFA reengineering efforts) • FMS enhancements for FFEL (Lenders) and Campus-Based (to incorporate ongoing SFA reengineering efforts) 	FM-01 FM-09	Unit Cost Customer Satisfaction Employee Satisfaction	FY02-3Q FY02-4Q

IT Management

In this section we present the sequencing of the architecture for the IT Management functional area.

The Level II architecture for IT management is shown in figure E-22. This figure is an initial chart showing all changes projected for the IT management functional area. Figure E-23 shows the IT Management subsystems that will be in place by September 2000, Table E-13. This figure also shows the legacy systems that will be retired or transformed in this time frame, depicted as “tombstones.”

In conjunction with the IT Management architecture changes planned to be completed by September 2000. Table E-13 describes the individual modernization projects that will accomplish these architecture changes, and the impact and benefits to the community for each project.

Similarly, Figure E-24 and Table E-14 depict the architecture changes, retired or transformed legacy applications, and the modernization projects that will accomplish them between October 2000 and September 2001. Lastly, the changes and projects that will take place between October 2001 and September 2002 are shown in Figure E-25 and Table E-15.

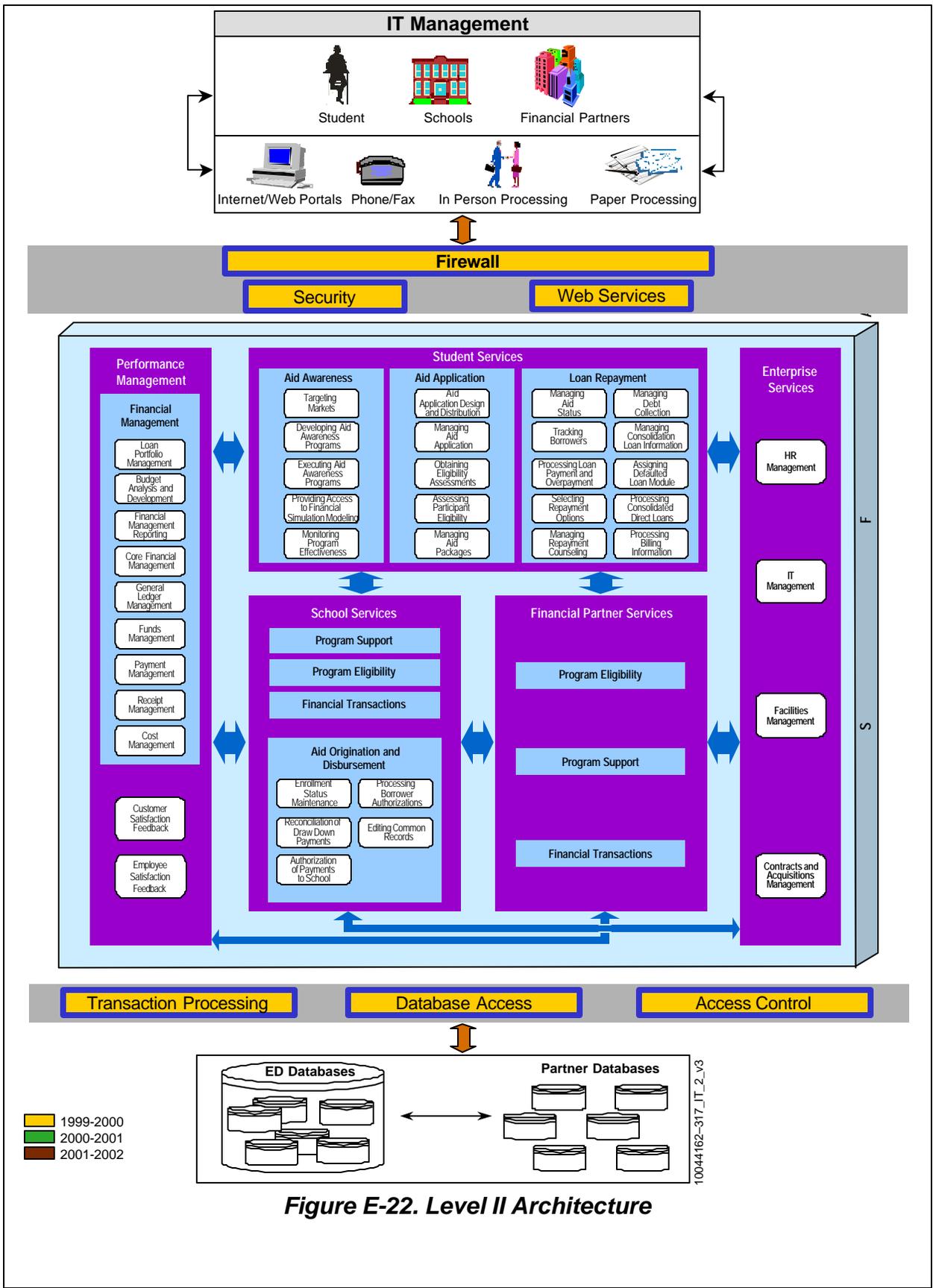


Figure E-22. Level II Architecture

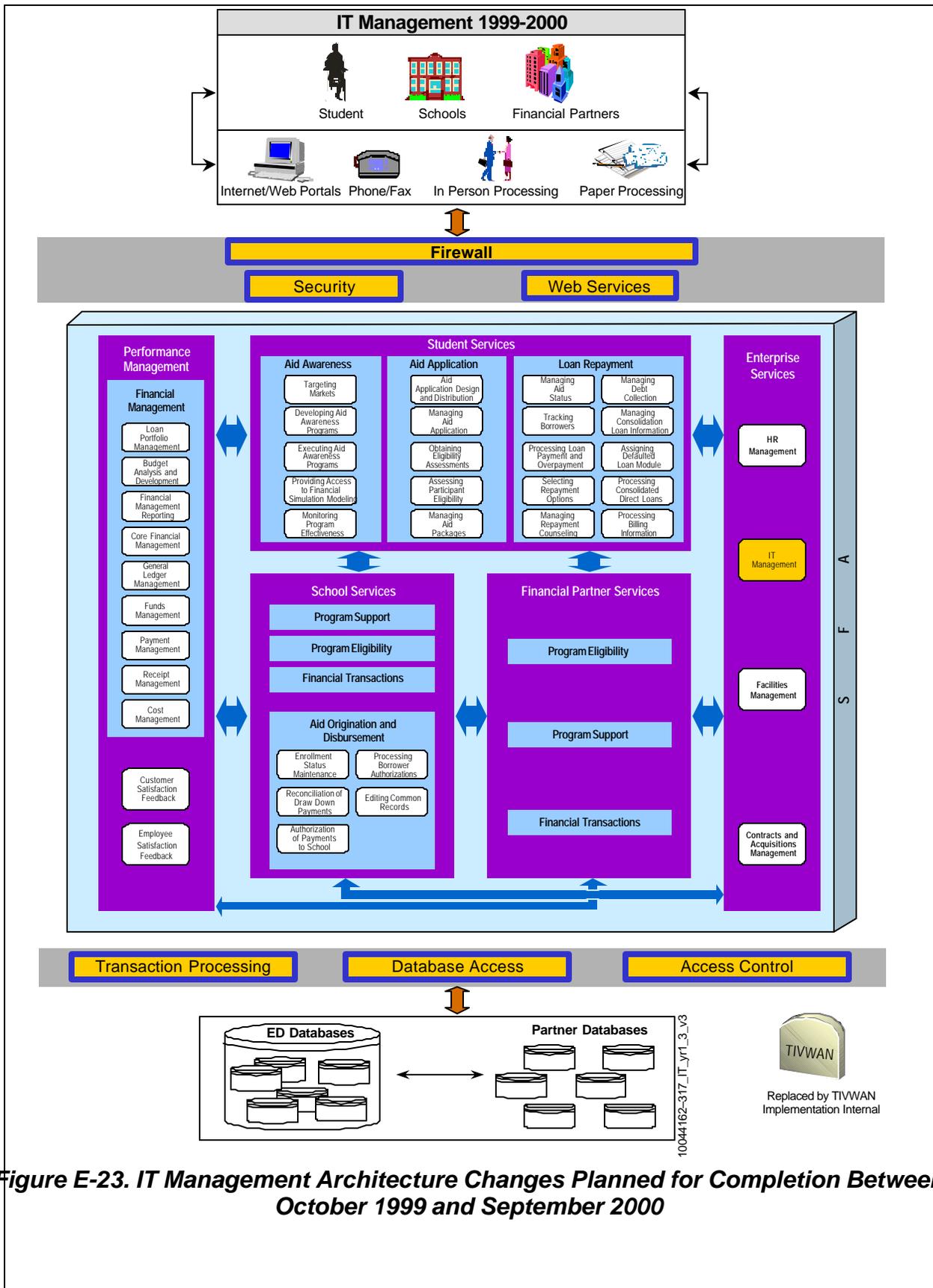


Figure E-23. IT Management Architecture Changes Planned for Completion Between October 1999 and September 2000

Table E-13. IT Management Architecture Changes Needed to Fulfill Projects Planned for Completion Between October 1999 and September 2000

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Cross Channel Enabling Technology/ Infrastructure	Modernization Partner Services	Contract to implement the Modernization Blueprint.	IT-01 IT-02 IT-03 IT-04 IT-05 IT-06 IT-07 IT-08 IT-09 IT-10	Unit Cost Customer Satisfaction Employee Satisfaction	Sept. 2000
Cross Channel Enabling Technology/ Infrastructure	Student/Partner Web Page Development (Web Portals)	Combines all Web funding for development and processes in one area. Funding will provide SFA Web master with resources to do Web initiatives throughout SFA. • Schools portion	SS-04 IT-02 IT-06	Unit Cost	Sept. 2000
Cross Channel Enabling Technology/ Infrastructure	Data Center Intranet/Host Computer Access Layer	Procure, license, and install Integration Architecture Services and related support for initial integration of SFA databases.	IT-02 IT-06	Customer Satisfaction Employee Satisfaction	Sept. 2000
Cross Channel Enabling Technology/ Infrastructure	Decision Support System	Use data warehousing to provide management reporting, trend analysis, and other assessment functions. • Infrastructure setup	IT-03	Unit Cost Employee Satisfaction	Aug. 2000
Cross Channel Enabling Technology/ Infrastructure	Security Services Infrastructure	Create a system security infrastructure, including standardization. • Policies procedure infrastructure setup	IT-06	Unit Cost	Aug. 2000

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Cross Channel Enabling Technology/ Infrastructure	CIO Intranet (Web Portals)	Create an Intranet for CIO to have on-line access to acquisition procedures, SDLC documentation, enterprise encyclopedia, and other information needed for application development and CIO management. <ul style="list-style-type: none"> Release 1.0 	IT-07	Employee Satisfaction	Completed
Cross Channel Enabling Technology/ Infrastructure	Ombudsman Tracking System	Implement a system to monitor and track student complaints.	CS-06	Customer Satisfaction	July 2000
IT Methods and Standards	Enterprise Encyclopedia Management	Provide configuration management for all enterprise models including the data model, process model, and code. <ul style="list-style-type: none"> Approach Install 	IT-09	Unit Cost	Completed Aug. 2000
IT Methods and Standards	Web Standardization	Develop a standard look and feel for multiple Web development projects. Create a standard Web technical and security infrastructure.	IT-07	Unit Cost Customer Satisfaction	Sept. 2000
IT Methods and Standards	Enterprise Requirements	Provide a requirements tool for providing traceability, configuration management and visibility for the requirements for each process area.	IT-07	Unit Cost	Completed
IT Methods and Standards	Tools Standardization	Select a standardized tool set for modernization including CASE tool, Web development tools, DBMS, requirements traceability, OA, CM, and development lifecycle.	IT-07	Unit Cost Employee Satisfaction	Completed
IT Methods and Standards	SDLC Practices	Adapting SDLC practices to the SFA initiatives.	IT-03	Unit Cost	Sept. 2000
Maintain Stable Operations	VDC Hardware Deployment	Obtain required hardware for modernization, including storage area for Integration Architecture Services, additional CPUs, etc.	IT-03	Unit Cost	July 2000

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Maintain Stable Operations	VDC Telecommunications	Consolidate existing SFA telecommunication requirements into existing VDC.	IT-03	Unit Cost	July 2000
Maintain Stable Operations	System Sizing Analysis	Perform capacity planning and performance analysis to determine the required hardware and storage for modernization.	IT-04	Unit Cost	Completed Annually
Maintain Stable Operations	IV&V Services	Perform independent validation and verification for newly developed systems. <ul style="list-style-type: none"> • Internal recommendations for IV&V 	IT-10	Unit Cost	Sept. 2000

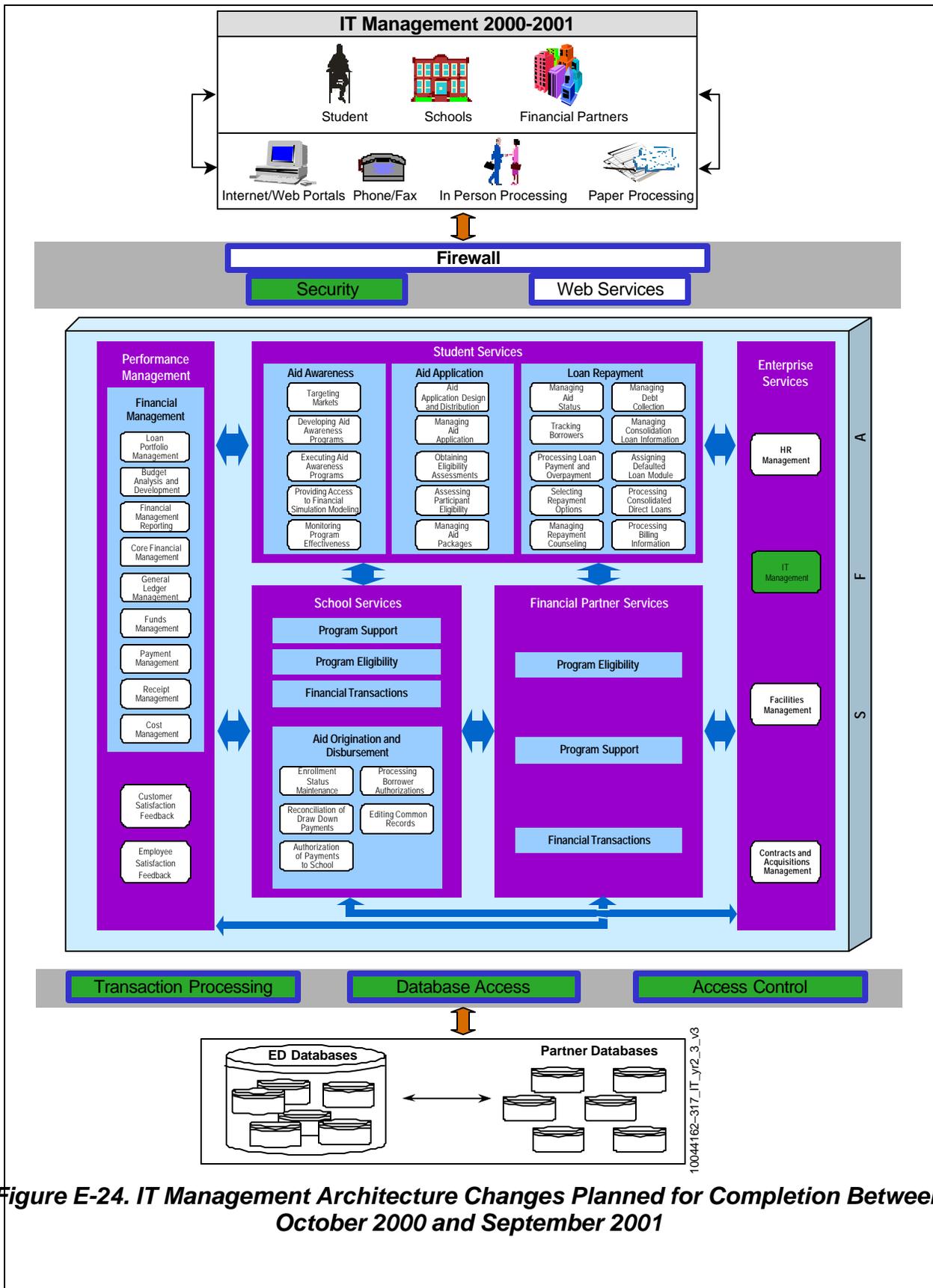


Figure E-24. IT Management Architecture Changes Planned for Completion Between October 2000 and September 2001

Table E-14. IT Management Architecture Changes Needed to Fulfill Projects Planned for Completion Between October 2000 and September 2001

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Maintain Stable Operations	Collect and Analyze SFA Performance Data	Collect and start to analyze information on SFA process performance.	CS-01 CS-02 CS-03 SS-05	Customer Satisfaction Employee Satisfaction Unit Cost	FY01-4Q
Maintain Stable Operations	Data Center Consolidation (VDC)	Continue migration of SFA systems to the Virtual Data Center. <ul style="list-style-type: none">Deploy	IT-02 IT-04 IT-10	Unit Cost	FY01-3Q
Maintain Stable Operations	Help Desk Support Standardization	Consolidate and use standardized tools for help desk support, complaint tracking, and related activities.	IT-07	Unit Cost Customer Satisfaction	FY01-4Q
Cross Channel Enabling Technology/ Infrastructure	Security Services Infrastructure	Create a system security infrastructure, including standardization.	IT-06	Unit Cost	FY01-2Q
Cross Channel Enabling Technology/ Infrastructure	CIO/Employee Intranet Phase II	Create an Intranet for employees to have online access to acquisition procedures, SDLC documentation, enterprise encyclopedia, and other information.	IT-07	Employee Satisfaction	FY01-1Q
Cross Channel Enabling Technology/ Infrastructure	Modernization Partner Services	Contract to implement the Modernization Blueprint.	IT-00 IT-01 IT-02 IT-03 IT-04 IT-05 IT-06 IT-07 IT-08 IT-09 IT-10	Unit Cost Customer Satisfaction Employee Satisfaction	Completed Annually

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Cross Channel Enabling Technology/ Infrastructure	TIVWAN Implementation/ Internet	Convert partner interfaces from a private network to the Internet.	IT-01	Unit Cost	FY01-3Q
Cross Channel Enabling Technology/ Infrastructure	Student/Partner Web Page Development	Perform development of Web-based application infrastructure in support of channels.	IT-10	Unit Cost Customer Satisfaction	FY01-4Q
Cross Channel Enabling Technology/ Infrastructure	Decision Support System	Use data warehousing to provide management reporting, trend analysis, and other assessment functions.	IT-03	Unit Cost Employee Satisfaction	FY01-3Q
Cross Channel Enabling Technology/ Infrastructure	CIO/Employee Intranet Phase III	Create an Intranet for employees to have online access to acquisition procedures, SDLC documentation, enterprise encyclopedia, and other information.	IT-07	Employee Satisfaction	FY01-3Q
Enterprise IT Architecture	Data Standardization	Create a standard view of all SFA data for students and partners.	IT-07	Customer Satisfaction	FY01-4Q
Enterprise IT Architecture	Enterprise Encyclopedia Management	Implement configuration management for SFA initiatives	IT-09	Unit Cost	FY01-2Q
Maintain Stable Operations	System Sizing Analysis	Perform capacity planning and performance analysis to determine the required hardware and storage for modernization.	IT-04	Unit Cost	Completed Annually
Maintain Stable Operations	VDC Hardware Acquisition	Obtain required hardware for modernization, including storage area for Integration Architecture Services, additional CPUs, etc.	IT-03	Unit Cost	As Required
Maintain Stable Operations	SFA University CBT/Distance Learning	Implement computer-based training for ED employees to support distance learning.	HR-03	Employee Satisfaction	To Be Scheduled
Maintain Stable Operations	Support Services Consolidation Phase I	Access viability of consolidating fulfillment, imaging, and other support services	IT-02	Unit Cost Customer Satisfaction	FY01-3Q

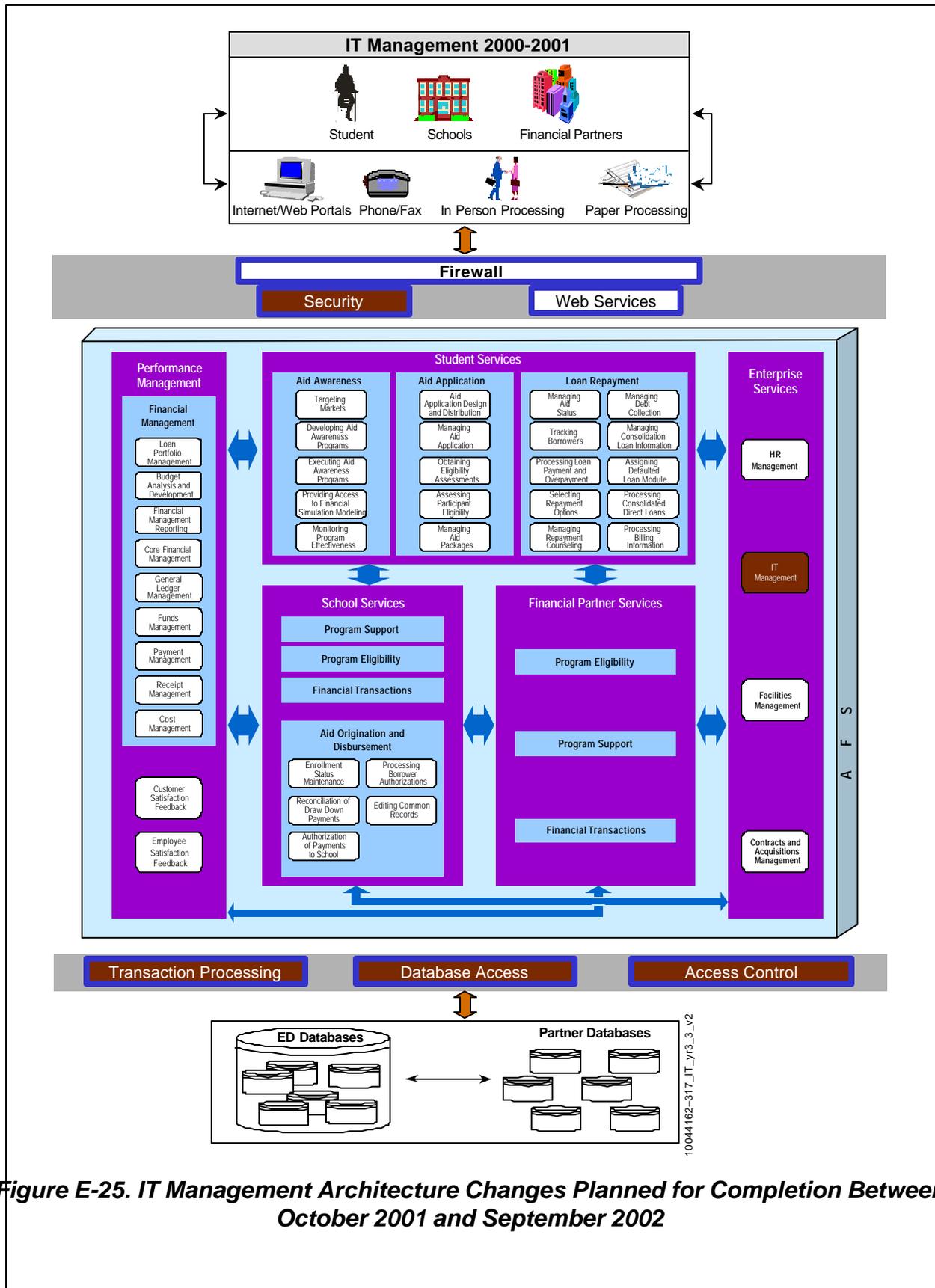


Figure E-25. IT Management Architecture Changes Planned for Completion Between October 2001 and September 2002

Table E-15. IT Management Architecture Changes Needed to Fulfill Projects Planned for Completion Between October 2001 and September 2002

Initiative	Project Name	Project Description	Bus. Req.	Project Goals	Project Status/ Completion Date
Maintain Stable Operations	Collect and Analyze SFA Performance Data	Develop tools to collect and analyze information of SFA process performance.	CS-01 CS-02 CS-03 SS-05	Customer Satisfaction Employee Satisfaction Unit Cost	Completed Annually
Maintain Stable Operations	Collect and Analyze SFA Performance Data	Support the goals of the Performance-Based Organization.	ES-03	Unit Cost Customer Satisfaction Employee Satisfaction	Completed Annually
Cross Channel Enabling Technology/ Infrastructure	Modernization Partner Services	Contract to implement the Modernization Blueprint.	IT-00 IT-01 IT-02 IT-03 IT-04 IT-05 IT-06 IT-07 IT-08 IT-09 IT-10	Unit Cost Customer Satisfaction Employee Satisfaction	Completed Annually
Maintain Stable Operations	System Sizing Analysis	Perform capacity planning and performance analysis to determine the required hardware and storage for modernization.	IT-04	Unit Cost	Completed Annually