

Office of Student Financial Assistance

SFA Modernization Partner

Detailed Integrated Sequencing Plan
Release 2.0

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Executive Summary

This Detailed Integrated Sequencing Plan represents a roadmap for the SFA Modernization effort. It provides readers with an overview of the modernization initiatives and projects that are currently underway, planned, and desired to assist SFA in achieving its modernization goals. The other components of the overall Modernization framework are the Target State Vision and the Modernization Blueprint. Used together, these three documents lay out a comprehensive vision of SFA's Modernization effort.

Relationship to the Target State Vision

The Detailed Integrated Sequencing Plan has been developed as a part of the overall Modernization transformation effort and should be used in conjunction with the Target State Vision. The following picture highlights the relationship between the Target State Vision and the FY01 Top Ten Modernization Priorities. The second picture represents the relationship between those FY01 Top Ten Modernization Priorities and the specific projects outlined in the Sequencing Plan that are tied to those priorities. This mapping enables the reader to visually understand the connection between the Target State Vision, the FY01 Top Ten Modernization Priorities, and the specific projects that will help to fulfill the vision and meet our high priorities.

The Detailed Integrated Sequencing Plan is a living document that will evolve as initiatives and projects are completed and as new initiatives and projects are identified as part of the Modernization effort. The initiatives outlined in this document are laid out over the full lifecycle of the Modernization effort or to their expected performance timeframes. The projects outlined are tied to a specific initiative.

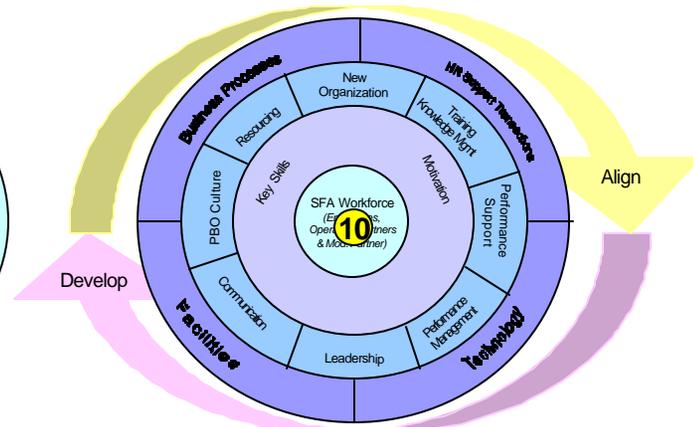
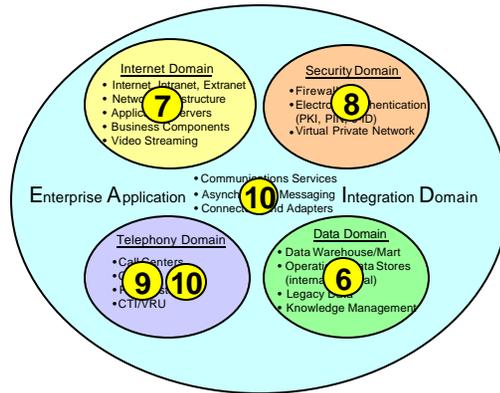
A number of the modernization initiatives and projects have been identified as part of SFA's FY01 Top Ten Modernization priorities. These Top Ten Modernization Priorities are driven from the Target State Vision. The priorities in turn drive a number of modernization initiatives that are planned for FY01. These initiatives aid in the categorization of the modernization projects.

The following graphics describe the relationship between the Target State Vision and the Modernization Priorities and the Modernization Priorities and a subset of Modernization projects.

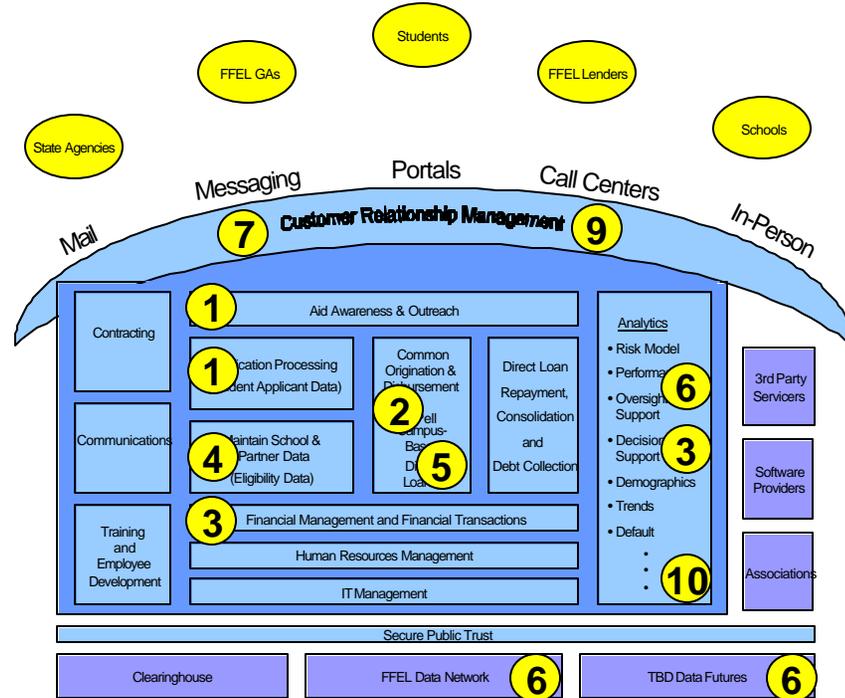
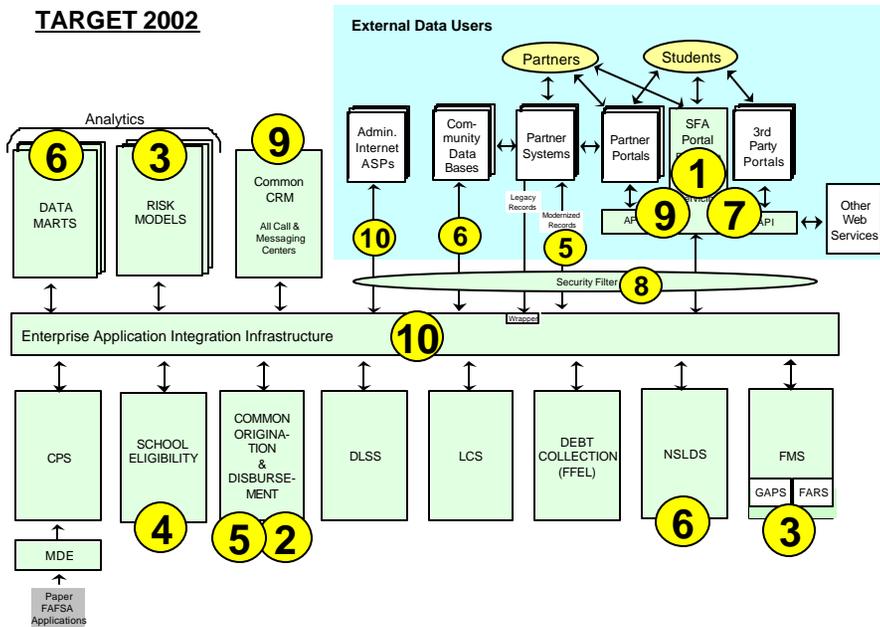
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This graphic represents the connection between the Target State Vision and the FY01 Top Ten Modernization Priorities. Each of the ten Modernization Priorities (shown in the vertical rectangle below) are mapped to sections of the Target State Vision.

Modernization Priorities			
1	FAFSA	6	NSLDS Re-Engineering Version 1
2	COD	7	Portals/ E-Commerce
3	FMS and Financial Transactions	8	E-Sign / e-ID Electronic Documents
4	Institutional Record	9	Customer Relationship Mgt Umbrella
5	Common Record	10	Enablers (IT & Workforce)



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This graphic provides a mapping between the Top Ten Modernization Priorities and a subset of Modernization Projects that are targeted to fulfill the goals of the priorities. The projects listed on the right are mapped to their respective priorities by matching the assigned numbers.

FY01 Top Ten Modernization Priorities	
1	FAFSA
2	COD
3	FMS and Financial Transactions
4	Institutional Record
5	Common Record
6	NSLDS Re-Engineering Version 1
7	Portals
8	E-Sign/ e-ID/ Electronic Documents
9	Customer Relationship Management Umbrella
10	Enablers Focused on Business Product Results

Projects in Scope of Top Ten Priorities	
1	FAFSA on the Web Redesign
2	Develop & Implement the Security and Privacy Infrastructure/Arch
3	
3	CFO Transformation
3	FMS Phase II/III
3	CFO Data Mart
4	Institutional Record
4	FFEL Retirement
5	COD Phase 1
6	Data Warehouse Infrastructure
6	NSLDS Modernization
6	Financial Partners Data Mart
7	SFA Enterprise Portal Strategy
7	Schools Web Portal
7	Students Web Portal
7	Financial Partners Web Portal
7	Enhance SFA Intranet
9	Ombudsman
9	Schools CRM Initiative
9	CRM/Call Center IPT/Students
9	Direct Loan eServicing
10	HR Modernization
10	SFA U Modernization

The Detailed Integrated Sequencing Plan has two primary components: 1) Sequencing Timeline and 2) Project Demographic Sheets. Descriptions of each follow:

Sequencing Timeline

The Sequencing Timeline is a pictorial representation of key operational and delivery dates, project milestones, and the potential impact of legacy contracts on Modernization projects and initiatives. The Sequencing Timeline can be used as a quick snapshot of the progress of active projects and as a tool to view planned modernization efforts.

The Sequencing Timeline is broken down by channel or work area and lists out the initiatives and projects that are either underway or on the horizon for that work area. The following is a breakdown of the visual images that can be found on the Sequencing Timeline.

- *Top Ten Modernization Priorities:* Initiatives and projects that are part of the Top Ten Modernization Priorities are identified within their channel or area subordinated to a particular Priority.
- *Initiatives:* Initiatives on the timeline are represented by a black bar with triangles on either end. The timeframe for initiatives is generally longer than any of the project timeframes.
- *Projects:* Projects on the timeline are represented by a blue bar and extend for the projected life of the project.
- *Analysis & Design:* The Analysis and Design phase of the project is represented by a yellow bar placed on top of the project's blue timeline.
- *Development & Implementation:* The Development & Implementation phase of the project is represented by a green bar placed on top of the project's blue timeline.
- *Project Milestones:* Project milestones are depicted by a silver circle with a small silver diamond in the center. These are used to identify expected milestones for a project.
- *Contract Milestones:* Legacy system contract expiration dates are depicted by a red diamond and allow the reader to identify any potential impacts on their project by the expiration of a legacy system contract. The details of these legacy system contracts can be referenced in the SFA Legacy Contract Transition Plan.
- *Operations Milestones:* Operation milestones are depicted by a light blue star and identify potential commencement of an operations phase for each project.

Project Demographic Sheets

The Project Demographic Sheets are organized by Business Channel and Area. The Project Demographic Sheets can be used to gain an understanding of a project's goals, its planned milestones, its measurable capabilities and the methods of gathering those metrics, and its dependencies in various levels of detail. A number of these projects have been branded as part of SFA's FY01 Top Ten Modernization Priorities. These projects have been identified by a unique Top Ten logo. Projects have also been identified by their respective Task Order number and Business Case tracking number where possible.

The Project Demographic Sheets outlined in the following pages are organized into sections. Descriptions of each of these sections is as follows:

- *Purpose* – This section will provide an understanding of the '*what*' the project is going to achieve.
- *Implementation* – This section contains an implementation schedule and milestones to indicate the '*how*' and '*when*' value is being delivered.
- *Business Capabilities and Project Goals* – This section contains a description of the project goals and business capabilities affected and/or to be enhanced. This section provides the '*why*' and demonstrates the direct value to be delivered.
- *Project Performance Plan and Measures* – This section provides accurate performance measures tied to performance plans which '*quantifies*' the value that will be delivered.
- *Interdependencies* – This section indicates interdependencies that will affect each project and lays out the '*who*' will be affected by these initiatives and projects.

Initiative Synopsis

The following paragraphs present a brief synopsis of each Modernization initiative and their interrelated projects. These paragraphs are presented by channel and highlight the specific initiatives that make up each channel and business area.

Students Channel

Enhanced Aid Awareness Initiative

The purpose of the Enhanced Aid Awareness initiative is to enhance all programs designed to inform the public of the availability of student financial assistance. This initiative also seeks to educate the public on various aid options and aid application processes by educating buyers about their options, ensuring aid information is clear and meaningful to customers, increasing awareness to a broader customer group, and providing information via multiple distribution channels.

The Enhanced Aid Awareness initiative is the umbrella initiative for the Students Web Portal project. The purpose of the Students Web Portal project is to provide Students Channel customers with integrated, timely, and user-friendly access to existing information databases, web sites and resources. The project will achieve its goals by establishing a Phase I Web portal for Students designed and built to provide one stop access to Students related online services. Once complete, the Students Web Portal will aid in the fulfillment of the Enhanced Aid Awareness initiative by providing a single point of access for:

- Apply for loans online
- View the status of aid applications

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- View their Student Aid Report (SAR)
- Access Direct Loan and Loan Consolidation Services

Enhanced Aid Application Initiative

The Enhanced Aid Application initiative seeks to improve customer satisfaction by providing the students who use the SFA Internet site a complete user experience in applying for Federal, State, and Institutional aid. This will be accomplished by increasing the usability, accuracy, efficiency, security, and supportability/scalability of the current application while maintaining stable operations with the Central Processing System (CPS) and EDEXpress. Enhancements to FAFSA on the Web will include changes to the PIN site/Digital Signatures and the Central Processing Server (CPS). These enhancements will simplify FAFSA application for all customers, increase electronic filing, enable online eligibility/validation, and reduce processing time and cost.

This initiative includes the FAFSA Reengineering project. The purpose of the FAFSA Reengineering project is to improve FAFSA applications, renewals, and corrections over the web through various modifications including the acceptance of data input through alternative means (e.g., tax preparer software), an electronic Spanish language site, and expanding the use of electronic identification (providing greater security and access via digital signature and PIN software tools). Once complete, the FAFSA Reengineering project will significantly increase the number of web-based applications. This will result in operational savings from the difference in unit cost between manual and web-based application processing.

Enhanced Loan Servicing Initiative

The purpose of the Enhanced Loan Servicing initiative is to reduce cost while improving service to students and schools by focusing on the existing processes and systems for the Students Channel. In order to fulfill this goal, the Enhanced Loan Servicing initiative includes the following projects: Direct Loan Servicing Reengineering, CDS Simplification, Direct Loan eServicing, Reengineering Direct Loan Consolidation, and Debt Collection Reengineering. All of these projects will lower unit costs for servicing loans, minimize the number of delinquencies, provide a single interface for all loans, and simplify the loan consolidation application and process.

The Direct Loan Servicing Reengineering project will review the existing servicing applications, processes, and operations along with financial services industry best practices and benchmarks. It will develop recommendations for immediate process improvements, cost reductions, consolidations and servicing improvements. Benefits are expected to include lower operating costs for SFA. Changes will be identified and prioritized based on their perceived ability to lower per-unit processing costs or total cost of ownership for Direct Loan systems (i.e., lower on-going maintenance and enhancement costs, lower costs to run the systems, etc.).

The CDS Simplification project will analyze each of the 12 main functions of the current CDS system to determine the specific processes CDS performs and the business reasons behind each function. The processes were compared to functionality existing in other direct loan system components in order to determine whether each function needed to be re-platformed and which interface should take ownership of the function.

The Direct Loan eServicing project will improve customer service relationship management tools and end-user self-management capabilities. It will employ best practices via the implementation of COTS solutions; provide electronic Customer Service Management (eCRM) tools to improve the customer service representative's ability to provide complete service to customers; introduce internet billing

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capability to facilitate presentation and payment of accounts; and improve correspondence operations through the implementation of online correspondence delivery, management, and tracking.

The Reengineering Direct Loan Consolidation project will review the current loan consolidation processes and financials and compare them to industry best practices, identify improvement opportunities regarding the application process, perform credit checks, gain certification, process promissory note actions, pay underlying loans, provide funding, and implement recommendations based upon impact, cost, and timing dependencies. The improvement opportunities will be focused on developing electronic business models for loan consolidation including digital signature authorizations and paperless promissory notes. Upon completion, this project will enable debt reduction assistance on consolidated accounts, and enable instantaneous processing of less complex loan consolidation applications.

The Debt Collections Integrated Product Team will focus on improving existing Debt Collections efforts through analysis of current processes, systems and support structures at Student Financial Aid. This initiative will recommend targeted improvement opportunities in the areas of best practice debt management, collection policies, default and collection data, and fraud prevention. Upon completion, this project will enable streamlined debt collection process, support the reduction of the default rate through process improvements, and enable online tracking of employment of borrowers via a national directory.

Integrated Customer Relationship Management (CRM) Initiative

The Integrated Customer Relationship Management initiative focuses on improving the experience of customers with SFA through dramatic changes to CRM systems, processes and support structures. This initiative will improve upon existing customer interaction center systems, processes, and technology. SFA call centers will be brought in line with current industry best-practices, providing the foundation for consistent delivery of student loan information over the Internet, through a VRU, or to a customer service representative (CSR) in a call center. The objectives of the implementation will incorporate measures to reduce costs and improve customer satisfaction by:

- Providing enhanced customer relationship information in a timely way through the medium that best meets the customers' needs
- Promoting electronic business while maintaining easy access to paper

The Integrated Customer Relationship Management initiative includes the Customer Relationship Implementation project. The project will integrate call center functions to provide a more seamless approach to customer service throughout SFA. It will provide a single point of contact for all SFA customers including students, schools, guaranty agencies, and lenders by accessing and leveraging multiple sources of data.

Schools Channel

Common Aid Origination and Funds Disbursement (COD) Initiative

The purpose of the Common Origination and Disbursement initiative is to improve the process by which schools request and report Title IV student financial assistance funds. These programs are currently supported by three distinct processes, which in turn are supported by three distinct and disparate systems. Once complete, this initiative will:

- 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

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- Eliminate need for duplicating reporting by schools
- Lower costs for schools to administer student aid programs
- Reduce cycle time by eliminating hand-offs and redundant reconciliations

This initiative includes the COD Solution project. The goal of the COD Solution project is to design and implement a fully integrated Title IV origination and disbursement process. Specific attention will also be given to identify the changes required of schools in order to successfully implement the new process. The COD Solution project will provide schools with a single process for requesting funds, create a system that facilitates close to “real-time” sharing of data across all partners, and create a platform that supports integrated technical and functional customer service for schools across the programs.

Institutional Record Initiative

The purpose of the Institutional Record initiative is to assess the current systems used to maintain schools information. This initiative and related functional requirements and develop and implement a strategy for consolidating the information to better address functional needs of SFA staff and schools. To fulfill its management responsibilities and better serve its schools, and hence students, the Schools Channel will develop a strategy and operation that shares the data contained in the different systems within SFA that range from enterprise wide systems to staff desktop applications, to build it into useful information and knowledge, and improve data integrity and quality.

The Institutional Record project will accomplish this goal by:

- Identifying current data repositories utilized by the Schools Channel.
- Assessing the quality and uses of the data.
- Determining what data from these compartmentalized sub systems is useful to other areas in SFA.
- Identifying the core data requirements across the Schools Channel.
- Determining the best way to provide immediate access to core data across the Channel.
- Determining the best way to provide access for analysis to all data across the Channel.

Electronic Financial Statement and Compliance Reporting Initiative

The purpose of the Electronic Financial Statements and Compliance Reporting initiative is to develop and implement a plan for allowing schools to submit their annual audited financial statements and compliance reports electronically. Upon completion of the implementation phase, this initiative will:

- Enable SFA to manage school financial statements utilizing online processes
- Reduce potential for human error and paper error
- Reduce reconciliation and rework
- Enable the resolution of 93% of school audits within six months of receipt

The Electronic Financial Statement Reporting initiative includes the Electronic Audited Financial Statements and Compliance Reporting project (EAFS-R). The purpose of the EAFS-R project is to determine the scope of the requirements that are necessary to collect electronic audited financial statements and compliance reports from participating institutions and their auditors.

Campus Based Programs System Replatform Initiative

The purpose of the Replatforming of Campus Based System Design and Implementation (RCBS-I) initiative is to replace the current Campus-Based programs system for use in the 2001-2002 FISAP filing. The initiative will increase system maintainability, SFA staff access to data and analysis capabilities, reduce cycle time for application processing for institutions, and provide institutions and servicers with an alternative submission option for the FISAP file. In addition, this initiative will begin

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the transformation of the Campus Based System to support the business objectives of the Common Origination and Disbursement process.

Implementation of the RCBS-I project will primarily benefit three groups:

- 1) Institutions will be provided with an intuitive web-based interface that provides real-time edit checks and corrections turnaround for the FISAP submission process.
- 2) Servicers will be provided with a web-based interface that provides multiple file transmission capabilities.
- 3) Campus Based Programs Staff will be provided with a system that provides easier access to program data and enhanced reporting capabilities

Proactive Services to Customers Initiative

The purpose of the Proactive Services to Customers initiative is to develop a comprehensive service delivery to schools, support the integrated activities provided by the schools channel and migrate Schools Channel customers from silo driven activities. In addition, this initiative will recognize the multiple avenues of contact and functions that currently exist. These contact avenues are interrelated and interdependent. The initiative will recommend a higher quality and more efficient service which can be delivered through an integrated end-to-end approach. The initiative includes the CRM/Call Center – Quick Hits (CRM/CC), the Customer Relationship Implementation (CRI), and Schools Web Portal projects. The purpose of the CRM/CC project is to identify and implement near term solutions to increase customer satisfaction, employee satisfaction, and reduce cost until long-term solutions are identified and implemented. The CRI project will develop the operational concept that will provide the model for this new service delivery effort, identify the technologies and projects which will support the operational concepts, implement the initial technology project that will provide the foundation for future projects, and develop an integrated school record data model that will support the operational concept to provide guidance to the implementation efforts. The purpose of the Schools Portal project is to provide Schools Channel customers with integrated, timely, and user-friendly access to existing information, databases, and other SFA resources. As opposed to a single point of entry, Student Financial Aid Professionals must currently access multiple SFA legacy systems independently. The Portal will allow customization by letting the users create their own SFA links and personal “bookmarks”. In addition, the Schools Portal represents the first of the planned SFA initiatives that will ultimately drive all data access functionality.

TIV WAN Simplification Delivery Initiative

The purpose of the TIV WAN Simplification Delivery initiative is to tombstone the existing Title IV WAN contract and find appropriate homes for the services currently provided to schools and students. The current Title IV WAN contract expires on September 30, 2001 and there are no plans to continue it. Therefore, SFA must determine which of the services currently provided under the contract need to be continued and, if continued, where they should be managed. SFA has identified nine services that need to be addressed.

NSLDS Modernization Initiative

The purpose of the NSLDS Modernization initiative is to upgrade the current NSLDS system from Version 1 to Version 2. NSLDS has much of the data that SFA users need, but they cannot easily access or view it in the way they want because of system constraints. New report requests, on average, cost over \$100K and take weeks to deliver. A data warehouse architecture will bring better access to data, ease use, and enable multiple ways of viewing and reporting data on demand. This project allows SFA to deliver these NSLDS functions more cost-effectively, without severely impacting the user community by using a data warehouse architecture. This architecture will position SFA to incorporate data from more sources in the future. Upon completion, this initiative/project will:

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- Redesign and replatform NSLDS using a data warehouse architecture to reduce annual costs of the system by enabling the self-service delivery of information to more users, web-enabling all of the enterprise data, and enabling decision support
- Create a modernized true data warehouse system for key SFA data by enabling the capability to interface with all existing legacy systems and provide required outputs, reports, and analysis capability

Financial Partners Channel

Financial Partners Process Reengineering Initiative

The purpose of this initiative is to design and implement improvements to core business processes that support Guaranty Agencies (GA) and Lender payment transactions. The initiative includes three specific efforts which are summarized below:

GA Payment Processing – This effort seeks to re-engineer the GA payment process and integrate it with the SFA Financial Management System in Phase II. This project ties to the Financial Partners Forms 2000 and the CFO FMS implementation efforts.

Lender Payment Processing – This effort seeks to re-engineer the Lender Payment process and integrate it with the SFA Financial Management System in Phase III. This project ties to the CFO FMS implementation effort and includes redesigning and gaining federal approval of the new version of the 799 form.

FFEL Retirement – This effort seeks to assess, identify, and implement solutions for replacing the FFEL system, including identifying specific target systems/processes for supporting existing FFEL system functionality.

The improved GA and Lender Payments capability will lead to improved customer satisfaction levels and lower unit cost across SFA. Specific benefits would include:

- Web-enabled submission of GA and Lender payments transactions
- Reduced time required to process a financial transaction
- Improved reporting and query capabilities
- Increased efficiency by reducing the manual effort of maintaining duplicate data and eliminating redundant systems.

Enhanced Monitoring of Financial Partners Initiative

The purpose of this initiative is to design and implement innovative solutions to improve business processes that impact the monitoring of Financial Partners for GAs, Lenders, and Servicers. This initiative has two projects to achieve its goals:

Risk Modeling – GA Implementation – The purpose of this project is to implement a risk modeling solution and establish the infrastructure to support risk modeling functions as well as implement initial requirements to support Guaranty Agencies.

Risk Modeling – Lender Implementation - The purpose of this project is to enhance the risk modeling solution to further support risk modeling functions for GAs as well as implement initial requirements to support Lenders and Servicers.

Establishing a risk assessment/risk modeling solution for GAs and Lenders will increase efficiencies in determining the level of risk for each GA and Lender in terms of its operation, default management, loan servicing, financial information, and regulatory requirements. By proactively analyzing information, SFA will be able to effectively address areas of concern in a timely manner thus minimizing the effect on the Federal Family Education Loan Program.

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This Risk Modeling capability will decrease unit costs and improve employee and customer satisfaction by achieving the following benefits:

- Reduce manual effort required to conduct financial analysis
- Proactively identify potential financial risks to SFA by leveraging the analytical power of the risk assessment solution
- Improve coordination/ communication between DC and the regions by using a common system
- Allow external partners and Channel employees to more easily identify areas in which technical assistance is required

Financial Partners Transformation Management Initiative

The purpose of this initiative is to empower the Financial Power (FP) Channel to simultaneously become more responsive to customers and increase employee satisfaction. This initiative dovetails with the overall customer relationship improvement focus of the Modernization effort.

This initiative will seek to provide a disciplined approach for managing large scale change within the Financial Partners Channel. This transformation approach will leverage enterprise-wide tools and methodologies to implement employee programs within the FP Channel such as Metrics and Measurements, Performance Development, Incentives and Rewards, and Skills Development.

This initiative will decrease unit costs and improve employee and customer satisfaction by achieving the following benefits:

- Channel united by common purpose with FP Mission and Vision
- Programs identified and implemented by employees that will improve the working environment within the FP Channel
- A better informed workforce which is able to seek out, relay, and act upon accurate information in a timely manner, resulting in improved interactions with partners
- Workforce trained with skills and knowledge to support the FP Transformation
- Organization that continues to refine itself to meet the needs of its partners and employees

Enabling Technology for Financial Partners Initiative

SFA has developed a technical architecture framework and identified the technology services required to enable migration to the new, modernized environment. This initiative seeks to integrate the SFA technical architecture in order to enable key capabilities in Financial Partners. In order to effectively cover the core architecture domains, this initiative is comprised of two projects:

Financial Partners Data Mart - The purpose of this project is to implement the infrastructure/system that will provide customer information for employees and partners. The FP Data Mart will ultimately be the main source of consolidated customer information that will support several key business areas within the Channel. The purpose of the complete Data Mart project is to provide executive/summary information and decision support capabilities around several key business functions which include Risk Management, Customer Relationship Management, Compliance Management, and Portfolio Management.

Financial Partners Web Portal - The purpose of this project is to identify, design, and develop the Financial Partners specific portions of the SFA web portal. By positioning the Financial Partners' information within the SFA portal, a common infrastructure and strategy may be used. This approach will enhance SFA's image and its web presence. The project will provide an integrated forum within which internal and external partners of the Financial Partners channel will exchange data needs, business methodologies, and information.

These Enabling Technology capabilities will decrease unit costs and improve employee and customer satisfaction through achieving the following benefits:

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- Increase data accuracy and efficiency by retrieving data from one central source
- Provide access to data and information via the internet
- Empower employees to be more cost focused in order to deliver better products and services to Financial Partners
- Establish effective communication channels with the Financial Partners

Enterprise-Wide

Modernization Partner PMO Initiative

The Modernization Partner Program Management Office (PMO) initiative seeks to provide comprehensive program management activities that encompass the efforts of the Program Management Office to focus on the overall business goals of the Modernization Program, while providing continuous guidance and comprehensive program management activities needed to support the delivery of SFA's targeted business capabilities. The PMO will provide oversight and planning of all Modernization projects and initiatives. The PMO will also provide consolidated measurement and performance of the SFA Modernization Program in the areas of:

- Cost
- Schedule
- Architecture
- Quality
- Risk
- Communications
- Resources
- Use of COTS
- Realization of benefits

The general overall goal of the PMO effort is to fulfill SFA's requirement for technological, managerial, and business expertise in the overall planning and execution of the Modernization Program in migration toward the fulfillment of the Modernization Blueprint. PMO capabilities will reduce unit costs and increase customer and employee satisfaction by providing the following benefits:

- Reengineering processes that are inefficient, implementing standards, eliminating redundant systems/data. Specific cost reductions are attributed at the project level.
- Providing streamlined business processes
- Improving communication methods and creating more effective organizations

Cross-Channel Modernization Operations Structure Initiative

This initiative will define the long term operations structure for SFA Modernization. It will assess the role of each organizational entity (e.g., VDC, IT Services, etc.) in operating the modernized SFA environment. The initiative will also identify opportunities to share best practices (ideas, tools, business processes, etc.) across organizational entities and investigate the feasibility of having one tool or process serve multiple organizational entities.

The implementation of the SFA Modernization Operations Structure will reduce unit costs and improve employee and customer satisfaction through achieving the following benefits:

- Increased economies of scale across channels
- Increased consistency of service delivery
- Decreased time to market

This initiative is ongoing and will be implemented through a phased approach.

Enterprise-Services/COO

SFA Human Resources Initiative

The purpose of the SFA Human Resources initiative/project is to create the capability needed to prepare employees for success in operating and managing the reengineered business processes and systems resulting from the Modernization. The intent is to provide SFA with the necessary support needed to achieve specific results:

- Development of a SFA HR Modernization Plan and Implementation Strategy
- Creation of a working draft of a SFA-wide competency model
- Development of a Performance Appraisal Process and System
- Development and implementation of an enterprise-wide workforce transformation plan

SFA University Initiative

The purpose of the SFA University initiative is to develop a workforce that is proficient in SFA's business processes and systems, and an organization that promotes employee development and continuous learning. SFA University (SFAU) was established as a "corporate" university to develop employee training and offer that training to operating partners when practical. This initiative includes the Front-to-Back (FTB) and the SFA U Modernization Support (UMS) projects.

Front-to-Back (FTB) - The purpose of the FTB project is to manage the development and delivery of a training course to be provided by SFA University called "SFA Front-to-Back". This course is one element of a suite of training offerings from SFA University designed to help SFA employees and contractors understand the purpose of the PBO, and how to operate within the PBO environment. SFA Front-to-Back is intended to offer SFA employees and contractors an overview of the student financial aid delivery process - describing what happens within SFA at each step along the way, from initial student request for information, to disbursement of a loan, and eventual repayment.

SFA U Modernization Support - The purpose of the UMS project is to build on the previous work by developing more detailed definitions of SFAU core business processes that can be used to drive its operating guidelines and policies. The comprehensive plan that will be created will be designed with the intent of helping SFAU staff focus on functional responsibilities and customer satisfaction (through fulfilling training requests).

CFO

Financial Management Transformation (FMT) Initiative

The purpose of the FMT initiative is to develop an integrated system that manages the flow of financial information across all of SFA's information systems. This consolidated financial management system (FMS) will facilitate SFA's transformation into a PBO by giving it the ability to report information and statistics across its programs, consolidate redundant processes, and report on SFA grant, loan, and operational activity. In addition, by enabling electronic transactions and consolidating redundant processes, FMS promises to lower the costs of doing business with our partners. Finally, the FMS system is designed to be a subsidiary-style ledger that is JFMIP compliant, and appropriately integrated with the Department of Education's own financial management system.

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This capability of key financial management software tools will decrease unit costs and improve employee and customer satisfaction through achieving the following benefits:

- Reduce time required to process a financial transaction (i.e. lender transactions)
- Lower unit cost for processing financial transactions
- Automated reporting and analysis
- Automated recording of lender, school, and student transactional data

This initiative will develop a consolidated financial management system in four phases.

Phase I – Process reengineering of current financial management processes

Phase II – Implementation of Oracle core accounting products (Federal General Ledger, Federal Payables, Federal Receivables), Inventory Tracking, and Oracle Discoverer tools for the FFEL/Guaranty Agency Payment program.

Phase III – Incorporate core accounting (GL, AP, AR, FA) for each of the remaining loan and grant programs (Direct Loan, Campus Based, PELL, and Debt Collection services).

Phase IV – Fully integrated financial software and accounting system

CFO Data Mart Initiative

The purpose of this initiative is to develop software tools that reduce the level of effort required to perform the CFO office's current budget planning, financial reporting, and activity based costing processes. The CFO data mart automates the existing labor intensive processes, and significantly expands the CFO office's ad-hoc reporting and analysis capability. The CFO data mart is an interim solution designed to meet the CFO office's needs until the Oracle Financial Management System is fully operational. SFA FMS will supplant this version of the CFO Data Mart when it becomes SFA's accounting system of record.

The CFO Data Mart capability provides a streamlined and automated process for data extraction, transformation, accounting, and reporting in a data warehouse environment. This capability will decrease unit costs and improve employee and customer satisfaction by achieving the following benefits:

- Increased speed and flexibility in reporting/extracting
- Improvement in data accuracy
- Increased maintenance savings, fact-based decision making, and enterprise reporting

A future phase of this initiative will incorporate the CFO Data Mart into an Enterprise-Wide Data Warehouse.

CFO Transformation Initiative

The purpose of the SFA CFO Transformation initiative is to institute a transformation approach for supporting the implementation of the vision and business strategy. The focus of this approach will be the development of the management infrastructure, organizational capability, and program/project management tool-sets. Combined, these elements will provide the framework for managing the CFO initiatives as a strategic portfolio; this initiative will equip CFO with the discipline and rigor needed to transform its organization.

This transformation approach will decrease unit costs and improve employee and customer satisfaction through achieving the following benefits:

- Organizational direction and focus
- Best in Business framework and process
- Tools to initiate and monitor strategic plan
- Clear vision and strategy

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CFO Document Management/Electronic Imaging Initiative

The purpose of this initiative is to improve the efficiency of SFA's operations through the use of a Document Management solution. Paper documents will be captured via a scanning process. Electronic documents will be captured through an interface developed by tailoring COTS software. The captured documents will be placed in the SFA repository, made accessible to those who have the appropriate security authority, and safeguarded according to SFA policy.

The Document Management System provides an automated process for electronic imaging. This capability will decrease unit costs and improve employee and customer satisfaction through achieving the following benefits:

- Eliminate SFA's dependency on paper documents
- Improve accessibility to SFA's information, and allow for more sophisticated means to request documents via attribute selection
- Increased efficiency and effectiveness in job performance by providing users with a more efficient and effective method of performing their jobs, such as providing responses to externally derived issues and conducting trend analyses

This initiative will be implemented in two phases. Phase I will deploy the Document Management System within CFO. Phase II will implement the Electronic Document Management system within the remaining SFA Headquarters organization.

CIO

Cross-Channel Enabling Technology Initiative

The office of Student Financial Assistance is moving towards a service-oriented architecture that will enable its modernized business capabilities. Through previous work, SFA has developed a technical architecture framework and identified the technology services required to enable migration to the new, modernized environment. This initiative provides the Integrated Technical Architecture, which is a strategic component of the overall SFA enterprise architecture. The Integrated Technical Architecture is comprised of four core architecture domains: Internet, Integration, Data Warehouse and Security. Therefore, in order to effectively cover these core architecture domains, this initiative is comprised of five projects:

- Enterprise Information Technical Architecture
- Develop and Implement the Security and Privacy Infrastructure/Architecture
- Data Architecture
- SFA Enterprise Portal Strategy and Product Selection
- Data Warehouse Infrastructure

The SFA enterprise architecture capability will decrease unit costs and improve employee and customer satisfaction by achieving the following benefits:

- Integrated technical services, infrastructure, and components required to enable the development of future business applications
- Enterprise technical standards that promote a reusable infrastructure for integrating disparate systems within SFA
- Detailed, standardized policies and procedures for use with SFA Enterprise Architecture

This initiative will have two phases:

Phase I – This phase implements the core technology components of the SFA technical architecture.

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Therefore, this phase provides a standardized, reusable infrastructure for enabling business capabilities in the present and future.

Phase II – This phase will build upon the SFA technical infrastructure to add new technology capabilities as required. The purpose of this phase is to achieve the long-term vision of providing an integrated, enterprise-wide technical architecture that enables SFA to reduce the number of custom-built, siloed applications that are difficult to update and maintain. Phase II will enhance past releases as existing systems are modified or retired, and new packaged or Internet-based applications are added to the SFA environment.

IT Solutions Framework Initiative

The purpose of this initiative is to provide SFA with a comprehensive Information Technology Software Development Life Cycle (SDLC) methodology in the form of an operational handbook. This initiative also includes the development and delivery of SDLC orientation and training for various audiences within SFA.

The SDLC will guide development efforts associated with SFA modernization and facilitate the development of a repository of industry and SFA-specific best practices. The SFA enterprise architecture capability will decrease unit costs and improve employee and customer satisfaction through achieving the following benefits:

- Reduction in the number of scope and requirement changes during the construction process
- Reduction in the number of problem reports and cost of rework during testing and acceptance phases
- Reduction in changes resulting from customer reviews and signoff
- Efficient processes leading to acceptance testing and operations signoff
- Employees will have a clearer understanding of their roles and responsibilities
- Employees will have a clear understanding of mandatory deliverables and signoffs, the overall process as well as templates, checklists and other resources available for support

This SDLC methodology will provide the necessary framework for continuous process improvement.

Enhance SFA Intranet Initiative

The purpose of the Enhance SFA Intranet initiative is to implement a communication vehicle to the 1200 SFA employees in order to increase customer and employee satisfaction. The project will achieve its purpose by providing assistance in the buildout of the SFA Intranet and documenting the Intranet technical standards to be used for future development of the Intranet.

The initiative has two projects to achieve its goals:

- *Enhance SFA Intranet* – The purpose of this project is to provide the SFA Intranet operating on the SFA Standard Internet Architecture.
- *Content Management* - The purpose of this project is to develop effective content management standards, processes and procedures for developing and publishing content to the SFA Intranet, IFAP and the Schools Portal. The primary goal of the Content Management project is to implement the technology and processes required to effectively manage web content for SFA.

The SFA Intranet and Content Management capabilities will improve employee and customer satisfaction through achieving the following benefits:

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- Provide key communication vehicle to inform and educate its employees of programs, initiatives, and events in SFA
- Ensure flexible and usable standards for style guide, accessibility, usability, and templates in SFA's current and future web environment
- Define high-level processes and SFA organizational roles and responsibilities
- Support and train SFA personnel on the content management tool and processes

Future phases of the project will build on this Intranet application by delivering an approach for providing Intranet applications operations, providing enhancements and maintenance to Intranet, and improving technology performance to better meet business requirements.

Advanced Call Center/Relationship Management (Ombudsman) Initiative

The purpose of the Ombudsman initiative is to serve as the testing ground for implementing Customer Relationship Management (CRM) capability at SFA. The implementation will replace the case tracking system in use today and will enhance the ability to categorize case data for reporting. The objective is to identify potential improvements in existing SFA call center support systems, processes, and technology by performing initial requirements gathering and utilizing industry best practices in CRM management. This current initiative will allow SFA to gain experience with development and implementation of a CRM toolset in order to shape future SFA CRM initiatives.

The implementation of the Siebel CRM system will reduce unit costs and improve employee and customer satisfaction through achieving the following benefits:

- Categorize case data more fully for reporting purposes
- Allow for integration with SFA data bases such as NSLDS and other systems
- Provide work flow automation and scripting to aid Specialists in handling cases
- Provide extensive management reporting capability

Section 1: Sequencing Timeline

Section 2: Project Demographic Sheets

Students Channel



Students Channel: Enhanced Aid Application FAFSA Reengineering

TO #33

Purpose

The purpose of the Enhanced Aid Application initiative is to improve customer satisfaction by providing the student who uses the site a complete user experience in applying for Federal, State, and Institutional aid. One of the main goals of the FAFSA Reengineering project is to increase the ability for students and potential borrowers to access SFA data and tools such as applying for Federal student aid directly from the Internet. This will be accomplished by increasing the usability, accuracy, efficiency, security, and supportability/scalability of the current application while maintaining stable operations with the Central Processing System (CPS) and EDExpress. Enhancements to FAFSA on the Web will include changes to the PIN site/Digital Signatures and the Central Processing Server (CPS).

This project will improve FAFSA applications, renewals, and corrections over the Web through various modifications including the acceptance of data input through alternative means (e.g., tax preparer software), an electronic Spanish language site, and expanding the use of electronic identification.

Implementation of this project will primarily benefit students who will receive a more user-friendly interface to the application process. SFA as an organization will benefit due to an expected decrease in the number of customer service calls and the number of applications that need to be manually processed.

During the 2000-2001 academic year, over two million students will use the site to apply for Student Financial Aid. SFA expects that count to double during the 2001-2002 academic year and to continue to rise in future years.

Because of performance issues experienced as a direct result of the large volume of users SFA performed an assessment of the current FAFSA on the Web. The assessment revealed a network bottleneck on outbound traffic routed for delivery to the end users. It also revealed that within the current infrastructure there was an abnormally high Central Processing Unit (CPU) utilization level on the server side that services the lines used for communication between the application and the user. The bottleneck itself was caused by the extremely high utilization (35 million hits during the peak week) coupled with large file sizes (up to 118k) being transmitted back to the users' browsers. The assessment also discovered that the students lost data because of their inability to easily save their applications and the unavailability of the network.

Due to this assessment and the continued advancement of Web technology, the Office of Student Financial Assistance has decided to evolve its FAFSA on the Web application to incorporate state of the art internet technology and component design. The re-engineered site will allow for easier and faster system enhancements when resolving new issues, intuitive navigation, and increased performance and scalability.

The FAFSA Reengineering project is funded by Task Order 33 and Task Order 42 which is tied to the Students Channel Enhanced Aid Application initiative. The majority of the development is being performed in Reston, VA.

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Implementation

Enhancements to FAFSA on the Web began with the Mad Dog report, issued on April 11, 2000. Quick hits that will deal primarily with more urgent user interface issues were identified as enhancements. Some of these enhancements were included in the June 2000 release, and a larger number will be implemented into the January 2001 release 5.0 of FAFSA on the Web by National Computer Systems (NCS).

On July 17, 2000 the Modernization Partner began the FAFSA Reengineering effort. This effort continued to build upon its predecessor by improving the usability, accuracy, efficiency, supportability, scalability, and security. The FAFSA Reengineering effort is a parallel effort with release 5.0. This release is labeled release six and it is tentatively due in the beginning of June 2001.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Release 6 Phase I	<ul style="list-style-type: none">• High level requirements and Release schedule defined	<ul style="list-style-type: none">• 9/19/00
Release 6 Phase II	<ul style="list-style-type: none">• FAFSA Reengineering Implementation Complete	<ul style="list-style-type: none">• 6/7/01
Release 6 Phase III	<ul style="list-style-type: none">• PIN Site Redesign Implementation Complete	<ul style="list-style-type: none">• 10/31/01
Release 7	<ul style="list-style-type: none">• FAFSA on the Web additional enhancements	<ul style="list-style-type: none">• 1/31/02

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Business Capabilities and Project Goals

The capabilities that the FAFSA Reengineering project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how FAFSA Reengineering will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Enhance Usability of interface 	<ul style="list-style-type: none"> • Reduce the time it requires to complete the application • Reduced Customer Service calls • Increase accuracy of application • Improve accessibility 	<ul style="list-style-type: none"> • Customer Satisfaction • Employee Satisfaction • Lower Unit Cost
<ul style="list-style-type: none"> • Increase capacity of web site 	<ul style="list-style-type: none"> • Eliminate site crashes and reduce response time 	<ul style="list-style-type: none"> • Lower Unit Cost • Customer Satisfaction • Employee Satisfaction
<ul style="list-style-type: none"> • Increase number of electronic filings 	<ul style="list-style-type: none"> • Reduce paper submissions and related processing costs • Reduce processing time and cost • Less manual processing of documents 	<ul style="list-style-type: none"> • Lower Unit Cost • Customer Satisfaction • Employee Satisfaction

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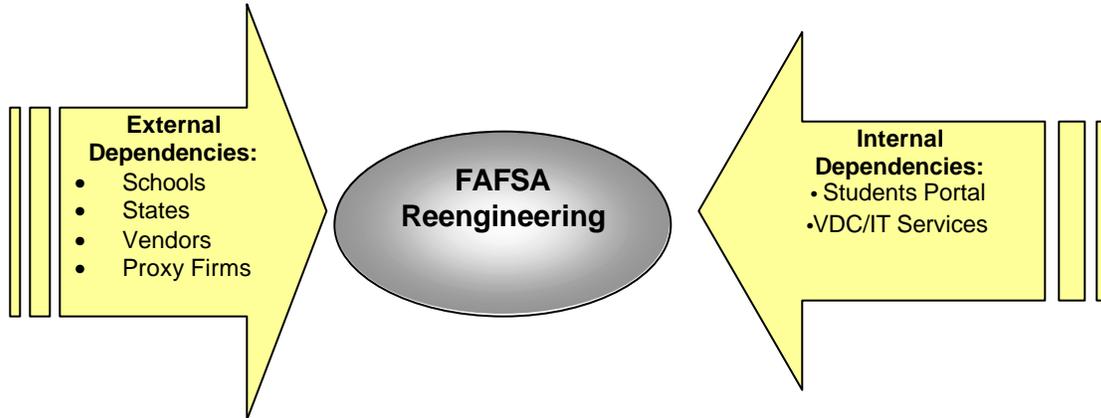
Project Performance Plan & Measures

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none">• Reduce the time it requires to complete the application• Reduced Customer Service calls• Increase accuracy of application• Improve accessibility		<ul style="list-style-type: none">• # of calls to Customer Service Center as a result of confusion on application directions
<ul style="list-style-type: none">• Eliminate site crashes and reduce response time		<ul style="list-style-type: none">• # of calls to customer service based on slow response time or site crashes
<ul style="list-style-type: none">• Reduce paper submissions and related processing costs• Reduce processing time and cost• Less manual processing of documents		<ul style="list-style-type: none">• % of electronic applications vs. % of paper applications

Interdependencies

The successful implementation of the Enhanced FAFSA on the Web project is dependent on two broad areas: external dependencies, which include the ability to interface with external systems and internal dependencies, such as the ability to acquire budget, staff, and resources to complete the work effort. The following are a list of entities that may have dependencies on this effort:



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Increased Usability of Interface 	<ul style="list-style-type: none"> Large Proxy Firms (AOL) 	<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Students Portal 	<ul style="list-style-type: none"> Integration with Students Portal, Schools Portal, EDEExpress, CPS, and PIN Site
<ul style="list-style-type: none"> Increased capacity of web site 	<ul style="list-style-type: none"> VDC/IT Services 	<ul style="list-style-type: none"> Responsible for implementing the technical infrastructure. Some of the hardware is shared across the enterprise
<ul style="list-style-type: none"> Increase in number of electronic applications 	<ul style="list-style-type: none"> Vendors 	<ul style="list-style-type: none"> Marketing/Branding Initiatives



Students Channel: Enhanced Aid Awareness Initiative *Students Web Portal*

BC-FY01-05

Purpose

The purpose of the Students Web Portal project is to provide Students Channel customers with integrated, timely and user-friendly access to existing information databases, web sites and resources. These individuals and institutions currently work from multiple sources of data in the current SFA legacy processing environment.

The Students Web Portal project will contribute towards the objective of providing access to the information and services the Student Channel customers require, anywhere, anytime and will utilize current Internet and Web based technologies.

Implementation

The Students Web Portal project will build upon the portal technical infrastructure developed as part of the CIO office's Technical Architecture project (Web Portal Infrastructure??) (Task Order 16), in addition to leveraging the Schools Web Portal project (Task Order 12). There will be multiple releases focused on building the full portal capability. These can be broken into three distinct categories:

1. Single portal with links to existing web applications, basic common functions and aid awareness supported at the portal level.
2. Full integration of existing SFA web sites to provide a seamless user experience, irrespective of the information or service requested. This would include full integration with Customer Service Representatives to provide features such as web chat and web collaboration. Also includes the expansion of the common functions and aid awareness components.
3. Integration of external web applications to enhance the information and services provided beyond what is currently available (e.g. integration with school web sites, financial institutions etc).

The table below illustrates the major milestones of the project and their respective dates:

Release	Milestones	Dates
Students Web Portal	<ul style="list-style-type: none"> • Requirements development • Analysis and Design • Build and test • Migration to operations 	<ul style="list-style-type: none"> • • • • 06/01/01
Full Internal Web Integration	<ul style="list-style-type: none"> • Loan Servicing • Loan Application • Loan Consolidation • Debt Collection 	<ul style="list-style-type: none"> • 11/01/01 • 01/01/02 • TBD • TBD
External Web Integration	<ul style="list-style-type: none"> • Schools • Financial • Tax • Additional Functions 	<ul style="list-style-type: none"> • TBD • TBD • TBD

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Business Capabilities and Project Goals

The capabilities of the Students Web Portal will tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below maps how the Students Web Portal will meet these goals through the delivery of various capabilities:

Release	Capability	Benefit	Performance Objective Effected
Students Web Portal	<ul style="list-style-type: none"> • Single point of access 	<ul style="list-style-type: none"> • One point of access for SFA information and services • Ability for each customer to customize the portal 	<ul style="list-style-type: none"> • Improved Customer Satisfaction • Improved Employee Satisfaction
Full Internal Web Integration	<ul style="list-style-type: none"> • New web-enabled transaction processing and information sources • Seamless access to existing web-enabled transaction processing and information 	<ul style="list-style-type: none"> • Improved forms submission process • Faster and less manual processing of forms • Improved access to information • Less time and resources required to provide services and information 	<ul style="list-style-type: none"> • Improved Customer Satisfaction • Improved Employee Satisfaction • Lower Unit Cost
External Web Integration	<ul style="list-style-type: none"> • Links and integration of external web sources • Integration of SFA functionality into external sources 	<ul style="list-style-type: none"> • Access to information sources beyond SFA providing a more complete user experience • Greater accessibility to customer base, resulting increased usage of web applications 	<ul style="list-style-type: none"> • Improved Customer Satisfaction • Improved Employee Satisfaction • Lower Unit Cost

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Project Performance Plan and Measures

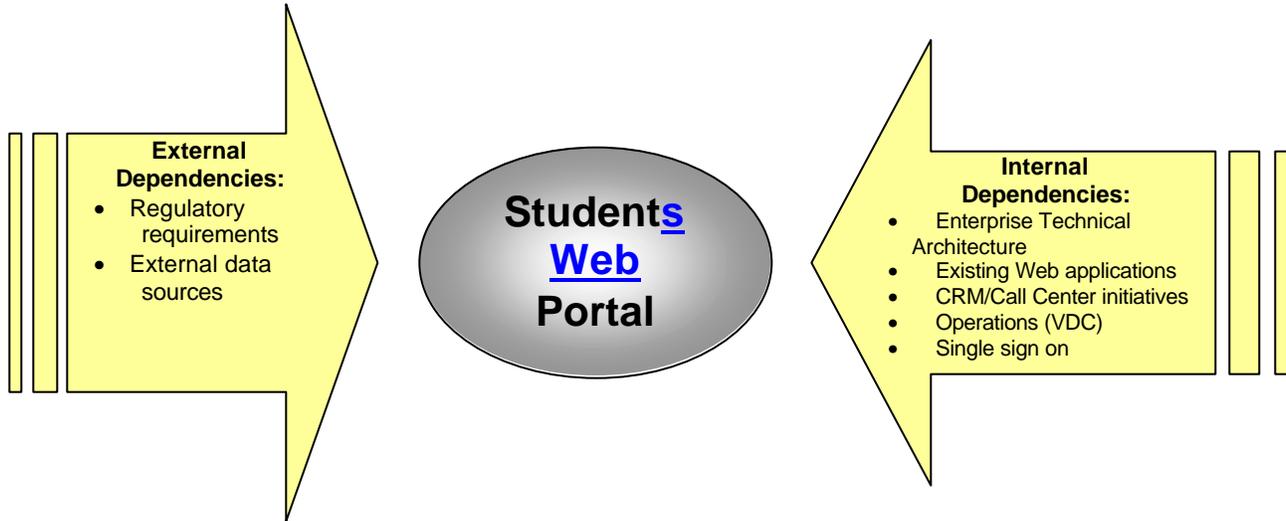
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • One point of access for SFA information and services • Ability for each customer to customize the portal 		<ul style="list-style-type: none"> • Customer and Employee Satisfaction Surveys • University of Michigan Customer Service Index
<ul style="list-style-type: none"> • Improved forms submission process • Faster and less manual processing of forms • Improved access to information • Less time and resources required to provide services and information 		<ul style="list-style-type: none"> • Customer and Employee Satisfaction Surveys • University of Michigan Customer Service Index • Unit cost to process transaction • Reduction in total talk time for Customer Service Reps
<ul style="list-style-type: none"> • Access to information sources beyond SFA providing a more complete user experience • Greater accessibility to customer base, resulting increased usage of web applications 		<ul style="list-style-type: none"> • Customer and Employee Satisfaction Surveys • University of Michigan Customer Service Index • Unit cost to process transaction • Reduction in total talk time for Customer Service Reps • Volume of web based enquiry's and transactions

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Interdependencies

The successful implementation of the Students Web Portal is dependent on two broad areas. External dependencies, which include regulatory requirements (data protection, etc.) as well as accessibility to external data sources. Internal dependencies, which include the availability of the underlying architecture, new and existing application integration, enterprise wide initiatives such as single sign on, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Single point of access 	Single sign on Technical architecture Operations architecture	
<ul style="list-style-type: none"> New web-enabled transaction processing and information sources Seamless access to existing web-enabled transaction processing and information 	Web applications	
<ul style="list-style-type: none"> Links and integration of external web sources Integration of SFA functionality into external sources 	CRM/Call Center Initiatives	
	VDC	
	Regulatory Requirements	
	External Data Sources	

TOP
10
#9



Students Channel: Integrated Customer Relationship Management *Customer Relationship Implementation Project Team (CRIPT)*

**TO # 15
BC-FY01-09**

Purpose

This CRIPT project will integrate call center functions to provide a more seamless approach to customer service throughout SFA. It will provide a single point of contact for all SFA customers including students, schools, and guarantee agencies and lenders by accessing and leveraging multiple sources of data.

The scope of the project will address the opportunities listed above through an:

- Enterprise-wide deployment of Computer Telephony Integration (CTI) and Customer Relationship Management (CRM) tools at all Customer Interaction Centers
- Establishing a single 800 number to provide one point of contact for customers through a central **IVRU**
- More consistent processes, metrics, training and performance indicators across all centers

The primary goal of enhancing existing CRM tools and improving service at centers is to provide better service to students. However, the IPT has equally important goals of improving all relationship data, standardizing servicing processes and improving delivery quality with financial partners, schools and SFA employees. Improving information quality and enhancing existing CRM tools better aids all aid delivery partners in providing consistent service and improving job satisfaction.

Implementation

The CRIPT project is funded by the Students Channel Customer Relationship Management and Call Center initiative (Task Order 15.2). The majority of the development is being performed at the department of Education in Washington, D. C.

The high level benefits of the Customer Relationship Implementation Project Team's work will be:

- Provide One point of contact for SFA customers
- Improving the quality and quantity of customer relationship data available to all service representatives
- Standardize baseline quality metrics and operational standards for all centers
- Improve the consistency and quality of Customer Interaction at SFA
- Performance incentives and penalties in contracts
- Shared savings incentives and end of contract bonuses for above average performance
- If possible, design plug and play contract vehicles. Where possible, buy service not systems. Set up back-up contracts to replace poor performance contracts. (I would like to see some brainstorming in contracts around these kinds of ideas)

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The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	<ul style="list-style-type: none"> • Project Team Chartering and Project Launch 	<ul style="list-style-type: none"> • 12/29/00
Phase II	<ul style="list-style-type: none"> • Project Launch 	<ul style="list-style-type: none"> • 1/23/01
Phase III	<ul style="list-style-type: none"> • Redesign Sub team - DD and TD • CRM Application Sub team – DD and TD • Master IVRU Sub team – DD and TD 	<ul style="list-style-type: none"> • 1/24/01
Phase IV	<ul style="list-style-type: none"> • Redesign Sub team – Implementation • Master IVRU Sub team Implementation • CRM Application Sub team Development 	<ul style="list-style-type: none"> • 4/17/01
Phase V	<ul style="list-style-type: none"> • CRM Application SIT/ UAT / Full File testing • Redesign and Master IVRU sub teams - Post Implementation Stability 	<ul style="list-style-type: none"> • 11/1/01
Phase VI	<ul style="list-style-type: none"> • CRM Application Implementation 	<ul style="list-style-type: none"> • 12/11/01
	<ul style="list-style-type: none"> • CRM Application Post Implementation / stability 	<ul style="list-style-type: none"> • 3/1/02
	<ul style="list-style-type: none"> • Implementation Complete 	<ul style="list-style-type: none"> • 4/31/02

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that the CRIPT project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how the CRIPT project will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Single Point of Contact 	<ul style="list-style-type: none"> • Self-service through IVRU interfaces, 24 x 7, that provide all customer products (applications, application status, billings, payments received, amounts applied to principle and interest, amounts of interest and principle and interest outstanding, change of payment plan, etc.) 	<ul style="list-style-type: none"> • Improved Customer Satisfaction
	<ul style="list-style-type: none"> • Real-time or near real-time data 	<ul style="list-style-type: none"> • Improved Customer Satisfaction
<ul style="list-style-type: none"> • Consistent Customer Support Processes and Services 	<ul style="list-style-type: none"> • Consistent responses and service delivery across the enterprise 	<ul style="list-style-type: none"> • Improved Customer Satisfaction • Improved Employee Satisfaction
	<ul style="list-style-type: none"> • Correspondence standardization 	<ul style="list-style-type: none"> • Reduced Unit Cost • Improved Customer Satisfaction • Improved Employee Satisfaction
	<ul style="list-style-type: none"> • CSRs empowered to make adjustments 	<ul style="list-style-type: none"> • Reduced Unit Cost • Improved Customer Satisfaction • Improved Employee Satisfaction
	<ul style="list-style-type: none"> • Real time data on accounts easily accessible 	<ul style="list-style-type: none"> • Improved Customer Satisfaction • Improved Employee Satisfaction
<ul style="list-style-type: none"> • Enterprise-Wide Customer Relationship Management Systems 	<ul style="list-style-type: none"> • One comprehensive view of customer data across customer interaction centers 	<ul style="list-style-type: none"> • Improved Customer Satisfaction
	<ul style="list-style-type: none"> • Seamless Service 	<ul style="list-style-type: none"> • Improved Customer Satisfaction
	<ul style="list-style-type: none"> • CRM system designed for low cost and efficient updates 	<ul style="list-style-type: none"> • Improved Customer Satisfaction

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Integrated Sequencing Plan

Project Performance Plan and Measures

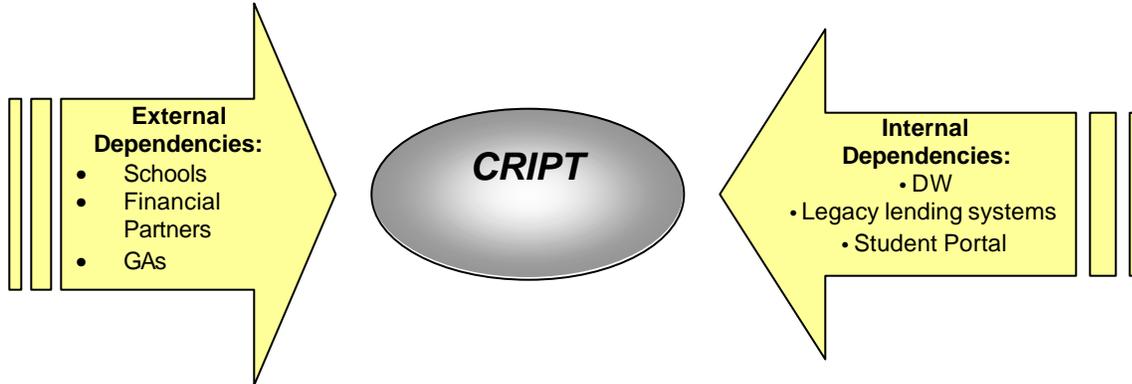
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • Self-service through IVRU interfaces, 24 x 7, that provide all customer products (applications, application status, billings, payments received, amounts applied to principle and interest, amounts of interest and principle and interest outstanding, change of payment plan, etc.) 		<ul style="list-style-type: none"> • Number of Calls received • Number of calls answered by automation • Number of calls handled by an operator • Number of calls transferred
<ul style="list-style-type: none"> • Real-time or near real-time data 		<ul style="list-style-type: none"> • Number of calls answered by automation • Number of calls handled by an operator • Number of calls transferred
<ul style="list-style-type: none"> • Consistent responses and service delivery across the enterprise 		<ul style="list-style-type: none"> • Number of calls answered on first contact • Number of customer complaints
<ul style="list-style-type: none"> • Correspondence standardization 		<ul style="list-style-type: none"> • Customer satisfaction surveys
<ul style="list-style-type: none"> • CSRs empowered to make adjustments 		<ul style="list-style-type: none"> • Number of calls answered on first contact • Number of customer complaints
<ul style="list-style-type: none"> • Real time data on accounts easily accessible 		<ul style="list-style-type: none"> • Number of calls answered on first contact • Number of customer complaints
<ul style="list-style-type: none"> • One comprehensive view of customer data across customer interaction centers 		<ul style="list-style-type: none"> • Average call time • Number of customer complaints • Customer satisfaction surveys
<ul style="list-style-type: none"> • Seamless Service 		<ul style="list-style-type: none"> • Average call time • Number of customer complaints • Customer satisfaction surveys
<ul style="list-style-type: none"> • CRM system designed for low cost and efficient updates 		

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Interdependencies

The successful implementation of the CRIPT project is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as Schools, Financial Partners and Guarantee Agencies, and internal dependencies, which include data warehouse and legacy lending systems (LO, LC, LS, CAPS, PEPS, FFEL, SAIG, CPS, TIVWAN, DCS, RFMS and others) as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> • Single Point of Contact • Consistent Customer Support Processes and Services • Enterprise-Wide Customer Relationship Management Systems 	<ul style="list-style-type: none"> • Data Warehouse • MCI 	<ul style="list-style-type: none"> • MCI resource availability approval of technical diagrams, Data warehouse quality for auto account inquiry
		<ul style="list-style-type: none"> • Security access, resource availability, peak workloads of contractors, contract renegotiations timelines
	Legacy Lending Systems: <ul style="list-style-type: none"> • LO • LC • LS • CAPS • PEPS • FFEL • SAIG • CPS • TIVWAN • DCS • RFMS 	<ul style="list-style-type: none"> • Legacy access to systems, resource availability (technical and SFA)
	<ul style="list-style-type: none"> • Student Portal 	<ul style="list-style-type: none"> • Modernization initiative interaction and timelines (Students Portal)
	<ul style="list-style-type: none"> • Schools • Financial Partners • GAs 	



Students: Enhanced Loan Servicing ***Direct Loan eServicing***

TO #24
BC-FY01-14

Purpose

The purpose of the eServicing project is to provide world-class customer service for loan servicing anytime, anywhere. Also it will improve customer service management tools and end-user self-management capabilities employing best practices via the implementation of Commercial-of-the-Shelf (COTS) solutions. eServicing will:

- Provide electronic Customer Service Management (eCRM) tools to improve the Customer Service Representatives (CSRs) ability to provide complete service to customers
- Introduce internet billing capability to facilitate presentment and payment of accounts
- Improve correspondence operations through the implementation of on-line correspondence delivery, management, and tracking

Each of these components will provide significant customer satisfaction improvements and tangible cost savings. By integrating these three components, Direct Loan Servicing System (DLSS) will provide a uniform and high-quality customer service experience for our borrowers regardless of how they choose to interact with DLSS—via the Internet, the voice response unit (VRU), or CSRs.

The eServicing solution will provide a scalable platform that accommodates the growing portfolio, using COTS software and industry best practices. The solution will be modular and will allow for advances in technology such as voice over the Internet.

Implementation

Implementation of the eServicing project will primarily benefit students, schools, and employees. It is funded by Task Order 24 which is tied to the Students Channel Loan Repayment initiative. The second phase of this project is anticipated to be conducted under a shared in savings contract. The majority of the development will be performed at the Andersen Consulting Reston, VA location.

The eServicing project potentially involves three COTS package modifications (eCRM, Internet Billing, and On-line Correspondence), development, testing and implementation across varied platforms in multiple locations. It also involves the development of new and emerging support and servicing models including online help, interactive self-maintenance, interactive support, activity tracking and workflow capabilities. The eServicing effort will be undertaken in two phases. Phase 1 includes an analysis of the eCRM, EBPP, and On-line Correspondence capability requirements and the development of a general design. Phase 2 includes the building, testing, and actual deployment of the capabilities.

Implementation of the eServicing project will primarily benefit students who will receive consistent and user friendly access to their loan information through various channels, such as the web, VRU, and CSRs. The eServicing vision is to provide best in business customer service by offering 24 hours a day and 7 days a week availability from anywhere the customer chooses. This customer-centric approach includes leveraging the knowledge and history accumulated from each experience with a student, parent, or school to increase customer satisfaction.

The eServicing project will add the following value to the Direct Loan servicing experience:

- eCRM provides the tools to enable students and schools to manage personal and loan information through multiple channels (Internet, VRU, and CSR).

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- Borrowers who receive their bills and make payments over the Internet will no longer need paper bills.
- On-line Correspondence eliminates the need to generate paper-based letters and annual/quarterly statements to borrowers who have e-mail addresses.

The eServicing work is currently estimated to complete in October of 2001 (assuming a November 2000 start date). It will affect approximately 1000 Direct Loan CSRs, 1,200 schools, and a borrower base of over 5 million students.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	• Requirements Defined	• 12/01/00
	• Complete General Design	• 2/01/01
Phase 2 - Internet Billing	• Build	• 2/01/01
	• Test	• 3/01/01
	• Train	• 3/16/01
	• Deploy	• 4/01/01
Phase 2 – On-line Correspondence	• Build	• 3/01/01
	• Test	• 4/01/01
	• Train	• 4/16/01
	• Deploy	• 5/01/01
Phase 2 - eCustomer Relationship Management	• Build	• 5/01/01
	• Test	• 6/15/01
	• Train	• 7/01/01
	• Deploy	• 8/01/01

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Business Capabilities and Project Goals

The capabilities that the eServicing project will deliver tie directly to SFA's overall goals of improved customer satisfaction, and lowered unit costs. The table below illustrates how eServicing will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Ability to provide complete service to customers (eCRM) 	<ul style="list-style-type: none"> • Comprehensive, single-point delivery of all servicing information to a customer, consistently and accurately, in a mode and time selected by the customer 	<ul style="list-style-type: none"> • Increase Customer Satisfaction • Lower Unit Cost • Increase Employee Satisfaction
	<ul style="list-style-type: none"> • Improved customer service tools to enable CSRs to perform tasks more efficiently 	<ul style="list-style-type: none"> • Increase Customer Satisfaction • Lower Unit Cost • Increase Employee Satisfaction
	<ul style="list-style-type: none"> • Enable SFA to capture all interactions with the customer, whether a student or a school, providing SFA the ability to be proactive in managing the relationship 	<ul style="list-style-type: none"> • Increase Customer Satisfaction • Lower Unit Cost • Increase Employee Satisfaction
<ul style="list-style-type: none"> • Facilitate presentment and payment of accounts 	<ul style="list-style-type: none"> • Enable a reduction of costs associated with postage and fulfillment costs (internet billing) 	<ul style="list-style-type: none"> • Lower Unit Cost • Increase Customer Satisfaction
	<ul style="list-style-type: none"> • ECRM will enable a reduction of costs associated with CSR call volume 	<ul style="list-style-type: none"> • Lower Unit Cost • Increase Customer Satisfaction
<ul style="list-style-type: none"> • On-line correspondence delivery, management, and tracking 	<ul style="list-style-type: none"> • Speed the delivery of information to the customer 	<ul style="list-style-type: none"> • Lower Unit Cost • Increase Customer Satisfaction

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Project Performance Plan & Measures

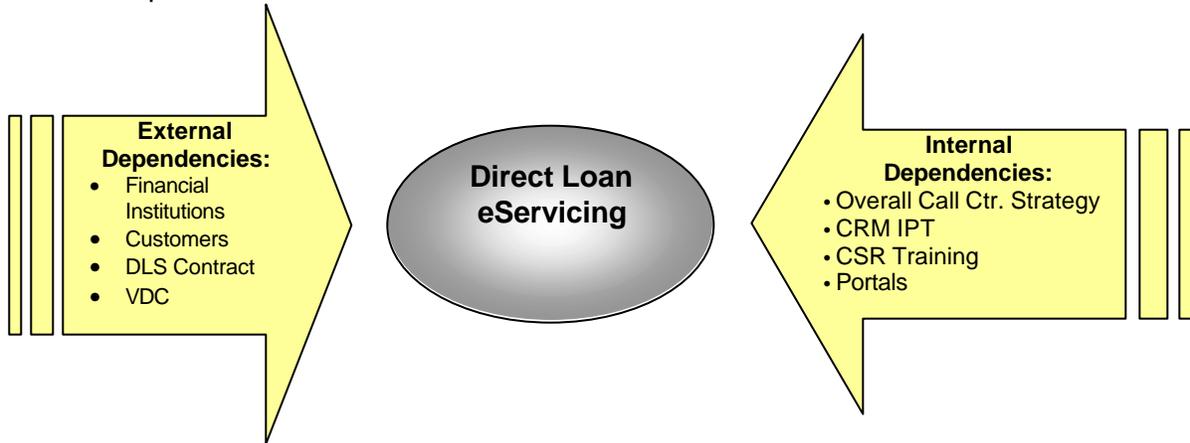
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • Comprehensive, single-point delivery of all servicing information to a customer, consistently and accurately, in a mode and time selected by the customer 	<ul style="list-style-type: none"> • Reduced Call volume • Improved employee satisfaction • Improved customer satisfaction 	
<ul style="list-style-type: none"> • Improved customer service tools to enable CSRs to perform tasks more efficiently 	<ul style="list-style-type: none"> • Reduced Call volume • Improved employee satisfaction • Improved customer satisfaction 	
<ul style="list-style-type: none"> • Enable SFA to capture all interactions with the customer, whether a student or a school, providing SFA the ability to be proactive in managing the relationship 	<ul style="list-style-type: none"> • Reduced Call volume • Improved employee satisfaction • Improved customer satisfaction 	
<ul style="list-style-type: none"> • Enable a reduction of costs associated with postage and fulfillment costs (internet billing) 	<ul style="list-style-type: none"> • Reduced Postage and fulfillment and envelope expenses 	
<ul style="list-style-type: none"> • ECRM will enable a reduction of costs associated with CSR call volume 	<ul style="list-style-type: none"> • Increased CSR productivity greater than 10% 	
<ul style="list-style-type: none"> • Speed the delivery of information to the customer 		<ul style="list-style-type: none"> • Contribution to an improved ACSI score

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Interdependencies

The successful implementation of Direct Loan eServicing is dependent on two broad areas: external dependencies, which include external systems such as financial institutions, and the customer adoption, and internal dependencies, which include the Overall Call Center and Customer Relationship Management IPT, CSR training, and portals, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Ability to provide complete service to customers (eCRM) Facilitate presentment and payment of accounts On-line correspondence delivery, management, and tracking 	<ul style="list-style-type: none"> Portals 	<ul style="list-style-type: none"> Capabilities must be accessible via developed Portals
	<ul style="list-style-type: none"> Call Center Strategy CRM IPT 	
	<ul style="list-style-type: none"> CSR Training 	
	<ul style="list-style-type: none"> Financial Institution 	<ul style="list-style-type: none"> Bill presentment and payment may require additional alliances
	<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Technology becoming more readily available: Positively influences adoption of new services Adoption Rates: Self service features will depend upon acceptance and utilization by customers
		<ul style="list-style-type: none"> Data confidentiality: Regulatory and personal security requirements must be met
	<ul style="list-style-type: none"> VDC 	<ul style="list-style-type: none"> Capabilities will require stable, dependable production environment

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	<ul style="list-style-type: none">• DLS	<ul style="list-style-type: none">• Current contract vehicles will require rework to establish baseline for performance measurement
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Students Channel: Enhanced Loan Servicing *Direct Loan Servicing Reengineering*

Purpose

The Direct Loan Servicing Reengineering project will review the existing loan servicing applications, processes, and operations. Financial services industry best practices and benchmarks will be gathered. Gap analysis will be conducted to identify where Direct Loan operations can be improved to better utilize best-in-business practices. Closure plans will be delivered to eliminate unwanted gaps and projects will be recommended based as appropriate. The IPT will develop recommendations for immediate process improvements, cost reductions, consolidations and servicing improvements which will be implemented based upon impact, cost and timing dependencies.

Implementation of the Direct Loan Servicing Reengineering project will primarily benefit students through the identification and roll-out of industry standard practices and procedures. The goal of changes introduced to affect customer service will be an increase in customer satisfaction levels as shown in annual customer satisfaction surveys.

Benefits are expected to include lower operating costs for SFA. Changes will be identified and prioritized based on their perceived ability to lower per-unit processing costs or total cost of ownership for Direct Loan systems (i.e., lower on-going maintenance and enhancement costs, lower costs to run the systems, etc.).

Implementation

The Direct Loan Servicing Reengineering project is expected to be funded during FY01 and FY02 and is tied to the Students Channel Loan Repayment initiative. The majority of the development and testing activities are performed at Rockville, MD, and Ballston, VA.

The project scope will include the existing processes and systems for the Schools Channel. This includes loan consolidation, recording the loan on the servicing system, repayment, early collection efforts, and customer service. The systems review, in whole or part, will include LCS and DLSS. It will also include a review of commercial off the shelf (COTS) systems. Proposed reengineering options must take into consideration the entire Title IV delivery process.

The Direct Loan Servicing Reengineering project will include:

- Multi-channel customer service
- Fulfillment and distribution of printed materials
- Integration of business applications across channels
- Financial controls analysis
- Lower cost of ownership and operations for all DL systems
- Utilization of industry standard practices and COTS solutions
- Implementation of industry- standard performance metrics to measure success of operations

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	• Hold kick-off meeting	• 6/01/01
	• Finalize IPT process flow	• 7/01/01
	• Conduct best-in-business survey	• 8/01/01
	• Conduct site visits	• 10/01/01

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	<ul style="list-style-type: none">• Develop long list of change initiatives	<ul style="list-style-type: none">• 11/01/01
	<ul style="list-style-type: none">• Present draft recommendations	<ul style="list-style-type: none">• 12/01/01
	<ul style="list-style-type: none">• Finalize recommendations	<ul style="list-style-type: none">• 12/15/01
	<ul style="list-style-type: none">• Begin Re-engineering projects	<ul style="list-style-type: none">• 1/01/02

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Business Capabilities and Project Goals

The capabilities that Direct Loan Servicing Reengineering project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how Direct Loan Servicing Reengineering will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Improved overall loan servicing process and operation 	<ul style="list-style-type: none"> • Reduce paperwork for loan payoffs • Provide comparable service levels and products to those offered by best-in-breed lenders 	<ul style="list-style-type: none"> • Increase Customer Satisfaction
	<ul style="list-style-type: none"> • Reduced cost to operate, enhance and maintain Direct Loan system • Lower cost to deliver information such as bills and letters • Reduced overhead and administrative cost 	<ul style="list-style-type: none"> • Lower Unit Cost
<ul style="list-style-type: none"> • Improved Financial Control 	<ul style="list-style-type: none"> • Increased financial controls • Understanding and utilization of industry-standard performance and operating goals • Improved DL Program • Reduce manual procedures / increase accuracy • Reduce customer questions/complaints 	<ul style="list-style-type: none"> • Increase Employee Satisfaction

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Project Performance Plan and Measures

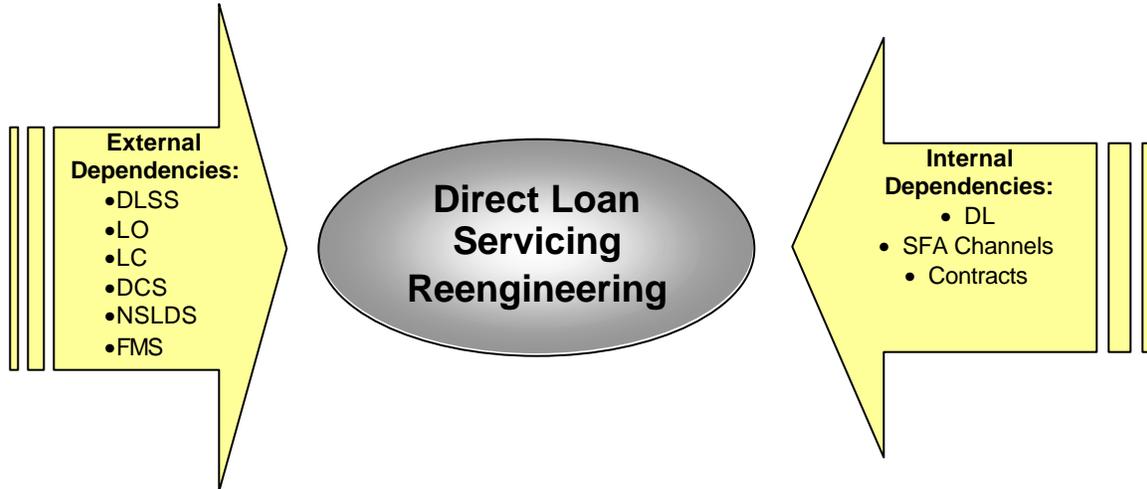
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • Reduce paperwork for loan payoffs • Provide comparable service levels and products to those offered by best-in-breed lenders 		<ul style="list-style-type: none"> • Results shown in both annual and “spot check” customer satisfaction surveys
<ul style="list-style-type: none"> • Reduced cost to operate, enhance and maintain Direct Loan system • Lower cost to deliver information such as bills and letters • Reduced overhead and administrative cost 		<ul style="list-style-type: none"> • Lower/restructured deliverable costs to cover operations • Lower on-going maintenance / enhancement task order costs
<ul style="list-style-type: none"> • Increased financial controls • Understanding and utilization of industry-standard performance and operating goals • Improved DL Program • Reduce manual procedures / increase accuracy • Reduce customer questions/complaints 		<ul style="list-style-type: none"> • Timely financial reporting to FMS

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Interdependencies

The successful implementation of the Direct Loan Servicing Reengineering project is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as LO, NSLDS, FMS and internal dependencies, which include the ability to define and adopt operating performance framework for DL, ability to extend operating framework to cross vendors and, if appropriate channels to meet operating goals, ability to renegotiate and, where necessary terminate contracts to implement identified changes, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Improved overall loan servicing process and operation 	<ul style="list-style-type: none"> Direct Loan 	<ul style="list-style-type: none"> Ability to define and adopt operating performance framework for DL
	<ul style="list-style-type: none"> DLSS, LO, LC, DCS 	<ul style="list-style-type: none"> Ability to renegotiate and, where necessary, terminate contracts to implement identified changes
<ul style="list-style-type: none"> Improved Financial Control 	<ul style="list-style-type: none"> SFA Channels, contractors 	<ul style="list-style-type: none"> Ability to extend operating framework across vendors and, if appropriate, channels to meet operating goals
	<ul style="list-style-type: none"> NSLDS, FMS 	<ul style="list-style-type: none"> There is a Loan Servicing (LS) interface to NSLDS and FARS. The reengineered system will replicate this interface, if NSLDS or FMS requires a new interface then a subsequent release of LS will have to be planned

Students Channel: Enhanced Loan Servicing CDS Simplification

TO #26

Purpose

CDS was originally designed to support multiple Loan Servicers by managing the flow of transactions between the Loan Originators and the various Servicers. Even though the Department decided to postpone and then cancel multiservicer processing, CDS was retained as the router for the Direct Loan (DL) system.

CDS provides the link between Loan Originators (LO), Consolidators (LC) and Loan Servicers (LS). CDS accommodates all DL, independent of the origination source or service provider. It accepts and processes updates to DL data from LS and LO. In addition to serving as a central repository of certain student loan information, CDS also performs processing functions such as file transfers, online processing, accounting, reconciliation, and reporting. CDS interfaces with several entities including LO, LS, the IRS, Electronic Debt Account (EDA) Vendors, PEPS, and the Financial Accounting and Reconciliation System (FARS).

CDS has primary responsibilities for 12 main functions, including the primary functions of ordering incoming transactions from DL interfaces, performing approximately 1,800 edits on incoming data, and routing outgoing data to the appropriate interface, The complete list of 12 functions includes:

- Order of Incoming Transactions
- Edits
- Data Stores and Transformation
- EDA
- Delinquency Reporting
- Transaction Routing
- Routing LO/LC Cash Transactions and Draw Downs
- Income Contingent Repayment (ICR) Waivers
- School File
- System Balancing
- Interface Support
- LO/LS Images

For the requirements of CDS Retirement, each of the 12 main functions was analyzed to determine the specific processes CDS performs and the business reasons behind each function. The processes were compared to functionality existing in other DL system components in order to determine whether each function needed to be re-platformed and which interface should take ownership of the function.

Two of the twelve functions are functionally unchanged by the elimination of CDS. Both the ICR Waiver and LO/LS Images processes will continue as is after CDS Retirement. In both of these processes, the only role CDS performed was transaction routing. Since Transaction Routing is a separate functional area that will be incorporated into the remaining DL subsystems, no specific requirements are required for ICR Waiver and LO/LS Images.

Implementation

Implementation of the CDS project will primarily benefit students and SFA employees. The CDS project is funded by Task Order 26 (it is intended that this Task Order will supersede Task Order 17) which is tied to the Students Channel Loan Repayment initiative. The majority of the development and testing activities are performed at Rockville, MD, and Ballston, VA.

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The scope includes all activities related to the simplification of CDS. These activities include, but are not limited to analysis of requirements and design, removal of CDS functions, testing and acceptance and the tracking of savings and user acceptance. CDS has 12 basic functions. Five of these functions relate to routing information and can be eliminated since they are duplicated in other systems that support the Direct Loan Program. The remaining seven functions must be retained and will therefore be incorporated into the Loan Servicing and Loan Origination systems. Delinquency reports will be produced using the Data Warehouse architecture being developed for the CIO.

The Modernization Partner will deliver the following outcomes:

- Removal of CDS functions as described in the Conceptual Design documented by the Direct Loan
- Recognition of cost savings as described in the CDS Business Case, also documented by the DLSR IPT

Cost savings for the retirement of CDS are calculated from the baseline costs in fiscal year 1999. In fiscal year 2000, cost reductions are derived from the elimination of deliverables and the subsequent reduction of task orders and key personnel due to moving to the Virtual Data Center (VDC). The ongoing reduction in deliverables, task orders, key personnel, and VDC costs in fiscal years 2001-2004 can be attributed to the transfer of functions to other Direct Loan systems.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Dates
Phase I	<ul style="list-style-type: none"> • Analysis and Design begins 	<ul style="list-style-type: none"> • 5/01/2000
Phase II	<ul style="list-style-type: none"> • Development begins 	<ul style="list-style-type: none"> • 7/01/2000
Phase III	<ul style="list-style-type: none"> • Build Complete 	<ul style="list-style-type: none"> • 8/15/2000
	<ul style="list-style-type: none"> • System Integration Test Complete 	<ul style="list-style-type: none"> • 9/15/2000
	<ul style="list-style-type: none"> • System Acceptance Test Complete 	<ul style="list-style-type: none"> • 10/20/2000
	<ul style="list-style-type: none"> • Intersystem Testing 	<ul style="list-style-type: none"> • 10/27/2000
	<ul style="list-style-type: none"> • CDS - Go Live 	<ul style="list-style-type: none"> • 11/17/2000

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Business Capabilities and Project Goals

The capabilities that the CDS project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how CDS will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Improved overall loan servicing process and operation 	<ul style="list-style-type: none"> • More timely application of TXNS to borrower accounts • Single source for School data for all DL participants • Reduce redundancy of data and edits (CDS retirement) 	<ul style="list-style-type: none"> • Increase Customer Satisfaction
<ul style="list-style-type: none"> • Operational Efficiency 	<ul style="list-style-type: none"> • Lower cost to run DL program • Simplification of DL architecture 	<ul style="list-style-type: none"> • Lower Unit Cost
<ul style="list-style-type: none"> • Customer Service 	<ul style="list-style-type: none"> • Reduce customer questions/complaints • More direct LO/LC to DLSS system balancing 	<ul style="list-style-type: none"> • Increase Employee Satisfaction

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Project Performance Plan and Measures

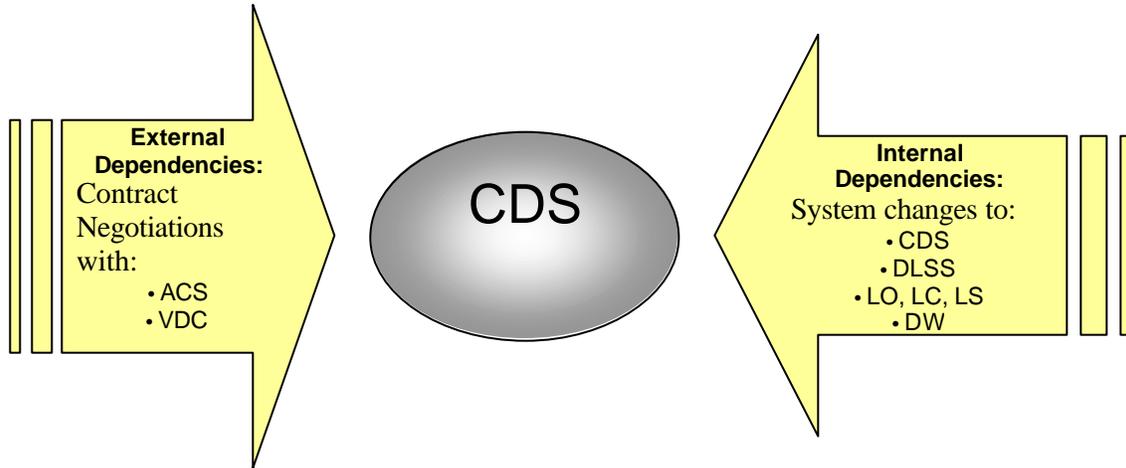
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • More timely application of TXNS to borrower accounts • Single source for School data for all DL participants • Reduce redundancy of data and edits (CDS retirement) 		<ul style="list-style-type: none"> • Elapsed time from LO/LC to LS • # of rejected transactions resulting from inconsistency of eligibility data
<ul style="list-style-type: none"> • Lower cost to run DL program • Simplification of DL architecture 	<ul style="list-style-type: none"> • Lower cost to operate DL 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Reduce customer questions/complaints • More direct LO/LC to DLSS system balancing 		<ul style="list-style-type: none"> • Elapsed time to balance LO/LC to LS

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Interdependencies

The successful implementation of CDS is dependent on two broad areas: external dependencies, which include contractors such as ACS and EDS, and various internal system dependencies, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The I dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Improved overall loan servicing process and operation 	<ul style="list-style-type: none"> CDS DLSS LO DW LC LS 	<ul style="list-style-type: none"> <u>Central Data System (CDS)</u> – will be removed <u>Direct Loan Servicing System (DLSS)</u> – will be modified to include multiple functions currently handled by CDS <u>Loan Origination System (LO)</u> – will be modified to include routing transactions to DLSS instead of CDS, new transmission file format – LOS/Loan Consolidation System to DLSS interface, cleaning up the CDS recycle file, and school file maintenance <u>Data Warehouse (DW)</u> – will perform the delinquency reporting function for schools. The technical architecture and infrastructure for the Data Warehouse will be performed under a separate task order. The CDS Retirement task order will utilize the Data Warehouse in order to provide the current level of reporting capability to the schools and to the Department. <u>Loan Consolidation System (LC)</u>– will be modified to include routing transactions to DLSS instead of CDS, new transmission file format – LOS/LCS to DLSS interface, and cleaning up the CDS recycle file <u>FARS Accounting</u> – no changes. FARS will receive certain transactions from Servicing that were previously sent by

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		CDS. FARS testing will be included in system integration and intersystem testing to ensure that Servicing produces accounting transactions in the same format that CDS previously produced.
<ul style="list-style-type: none"> • Operational Efficiency 	<ul style="list-style-type: none"> • ACS • VDC 	<ul style="list-style-type: none"> • Contract negotiations with ACS and the VDC
<ul style="list-style-type: none"> • Customer Service 	<ul style="list-style-type: none"> • CDS • DLSS • LO • DW • LC • LS 	<ul style="list-style-type: none"> • System changes identified previously

Students Channel: Enhanced Loan Servicing Initiative Reengineering Direct Loan Consolidation Project (RDLC)

Purpose

The purpose of the Reengineering Direct Loan Consolidation project is to improve service to the borrower and reduce unit cost. The project team will review the current loan consolidation processes and financials and compare them to industry best practices. Identified improvement opportunities regarding various processes will be implemented based upon impact, cost, and timing dependencies. The improvement opportunities will focus on developing electronic business models for loan consolidation including digital signature authorizations and paperless promissory notes.

The borrowers will receive the most benefit with improved turnaround times resulting from electronic business models. The potential impact on other groups external to the core borrower customer base is minimal and will be determined during the initial months of the project.

Implementation

The scope of the Reengineering Direct Loan Consolidation project primarily includes the loan consolidation system and processes. Interfaces to other SFA and/or financial systems will be reviewed on an as needed basis. Some of these interfaces include Web Portal, Loan Origination, Loan Servicing, Debt Collection System, NSLDS, GAPS, FMS, and IRS. All Modernization Partner efforts that impact the Reengineering Direct Loan Consolidation project will be reviewed and incorporated as necessary.

The current Loan Consolidation processes that will be reviewed include:

- Loan Application
- Perform Credit Checks
- Certification
- Promissory Notes
- Pay Underlying Loans
- Funding and Booking

The estimated start date for the Reengineering Direct Loan Consolidation project is June 2001 and the expected end date is June 2002.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	<ul style="list-style-type: none"> • Approved Task Order Approved • Project Plan Complete • Current Environment Review Complete • Best Practices Comparison Complete • Solution Recommendations Complete • Business Cases Complete 	<ul style="list-style-type: none"> • 06/01/01 • 06/15/01 • 06/30/01 • 9/30/01 • 10/30/01 • 12/31/01
Phase II	<ul style="list-style-type: none"> • Quick Hit Implementation Completion • Solution Implementation Complete 	<ul style="list-style-type: none"> • 12/31/01 • 06/06/02

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Business Capabilities and Project Goals

The capabilities that RDLC will deliver tie directly to SFA's overall goals of increased customer satisfaction, reduced unit costs, and increased employee satisfaction. The table below illustrates how the RDLC project will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Reduce operational costs associated with electronic loan processes 	<ul style="list-style-type: none"> • Increase operating efficiency through simplified processes and electronic business models 	<ul style="list-style-type: none"> • Lower Unit Cost
<ul style="list-style-type: none"> • Reduce time to process consolidations 	<ul style="list-style-type: none"> • Improve speed of delivery and services to customers 	<ul style="list-style-type: none"> • Increased Customer Satisfaction
<ul style="list-style-type: none"> • Reduce timeframes and costs associated with funding loan consolidations through electronic means 	<ul style="list-style-type: none"> • Reduce manual processes • Streamline processes and improve operations • Lower unit costs for electronic consolidation funding 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Increase Customer Satisfaction • Lower Unit Cost

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Project Performance Measures:

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • Increase operating efficiency through simplified processes and electronic business models 		<ul style="list-style-type: none"> • Average unit cost per loan consolidation • Reduced turnaround time for loan consolidations/reduced unit cost <p>June 2002 when the recommended solutions are implemented. Some benefit will be realized through quick hit implementation in December 2001</p>
<ul style="list-style-type: none"> • Improve speed of delivery and services to customers • Increase use of electronic business models such as digital signatures and a paperless promissory note 		<ul style="list-style-type: none"> • Loan Consolidation Average Turnaround time • Loan processing statistics • Ratings on Customer Satisfaction Surveys <p>June 2002 when the recommended solutions are implemented. Some benefit will be realized through quick hit implementation in December 2001</p>
<ul style="list-style-type: none"> • Reduce manual processes • Streamline processes and improve operations • Lower unit costs for electronic consolidation funding 		<ul style="list-style-type: none"> • Average timeframe from approval to funding • Average unit cost per loan consolidation • Ratings on Employee Satisfaction Surveys • Ability of employees to effectively use the system and simple processes <p>June 2002 when the recommended solutions are implemented. Some benefit will be realized through quick hit implementation in December 2001</p>

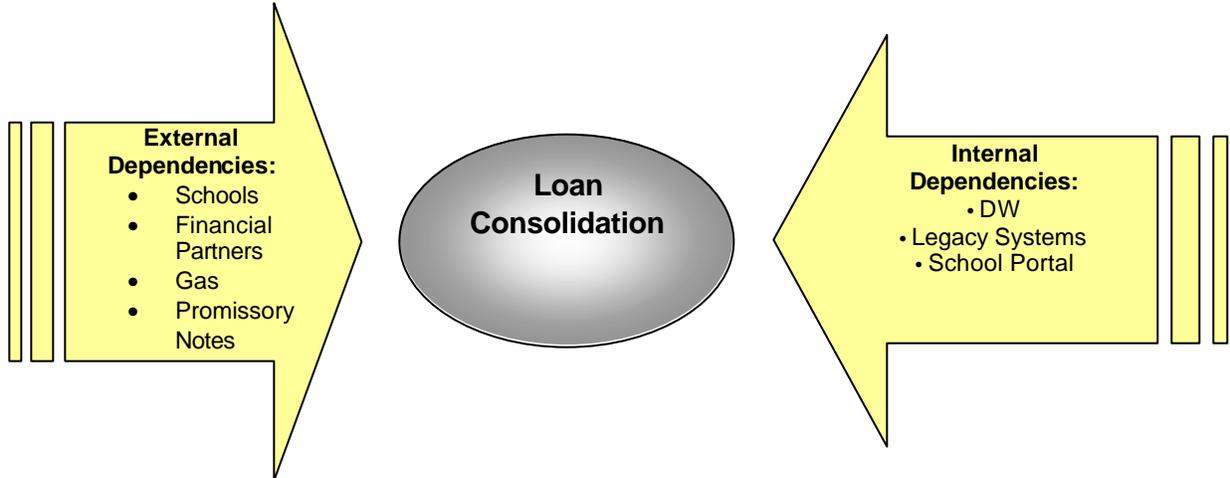
Assumptions

1. The FY'99 unit cost per consolidation was approximately \$120.00
2. The cost information was derived from invoices and not a reflection of accounting summaries

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Interdependencies

The successful implementation of the RDLC project is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as Schools, Financial Partners and Guarantee Agencies, and internal dependencies, which include data warehouse and legacy lending systems (LO, LC, LS, CAPS, PEPS, FFEL, SAIG, CPS, TIVWAN, DCS, RFMS and others) as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Reduce operational costs associated with electronic loan processes Reduce time to process consolidations Reduce timeframes and costs associated with funding loan consolidations through electronic means 	<ul style="list-style-type: none"> Legacy system access: LO, LC, LS, CAPS, PEPS, FFEL, SAIG, CPS, TIVWAN, DCS, RFMS School Portal 	<ul style="list-style-type: none"> Legacy access to systems, resource availability (technical and SFA), other Modernization initiative interaction and timelines (Students Portal)
	<ul style="list-style-type: none"> Availability of resources Legacy Systems 	<ul style="list-style-type: none"> Security access, resource availability, peak workloads of contractors, contract renegotiations timelines
	<ul style="list-style-type: none"> Electronic / paperless promissory notes 	<ul style="list-style-type: none"> Potential dependency on policy approvals
	<ul style="list-style-type: none"> Loan Consolidation 	<ul style="list-style-type: none"> All major business process related to Loan Consolidation will be affected including consolidation application, certification, promissory note, funding, and booking

Students Channel: Enhanced Loan Servicing Debt Collections Reengineering Project (DCR)

Purpose

The Debt Collections Integrated Product Team will focus on improving existing Debt Collections efforts through analysis of current processes, systems and support structures at Student Financial Aid. This initiative will recommend targeted improvement opportunities in the areas of best practice debt management, collection policies, default and collection data and fraud prevention.

The DCR project is funded by the Students Channel Customer Relationship Management and Call Center initiative (Task Order 15). The majority of the development is being performed at the department of Education in Washington, D. C.

Implementation

The high level benefits of the Debt Collections Reengineering Project Team's work will be:

- Review the existing Debt Collection Environment including processes, technologies, infrastructure and policies for potential early opportunities.
- Review incentive/ disincentive programs for potential enhancements
- Review portfolio management tools and practices for improvement opportunities
- Evaluate Fraud prevention and monitoring methods and tools for potential improvements
- Review the DCMS system for potential performance and functionality enhancements and modifications

Contract Structure

1. Performance incentives and penalties in contracts.
2. Shared savings incentives and end of contract bonuses for above average performance.
3. If possible, design plug and play contract vehicles. Where possible, buy service not systems. Set up back-up contracts to replace poor performance contracts. The table below illustrates the major milestone of each phase and their respective dates:

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Dates
Phase I	<ul style="list-style-type: none">• Project Team Chartering	<ul style="list-style-type: none">• 12/29/00
Phase II	<ul style="list-style-type: none">• Project Launch	<ul style="list-style-type: none">• 1/23/01
Phase III	<ul style="list-style-type: none">• Analysis and Design Phase Completion	<ul style="list-style-type: none">• 4/16/01
	<ul style="list-style-type: none">• Solutions Recommendation and Implementation Readiness	<ul style="list-style-type: none">• 4/30/01
Phase IV	<ul style="list-style-type: none">• Implementations Completed	<ul style="list-style-type: none">• 11/31/01
Phase V	<ul style="list-style-type: none">• Post Implementation stability	<ul style="list-style-type: none">• 12/31/01

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Business Capabilities and Project Goals

The capabilities that the DCR project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how the DCR project will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Expanded debt and collections services and awareness 	<ul style="list-style-type: none"> • Improved Collection efforts 	<ul style="list-style-type: none"> • Improved Customer Satisfaction
	<ul style="list-style-type: none"> • Provide more information and greater awareness of debt management and collections practices 	<ul style="list-style-type: none"> • Improved Customer Satisfaction
<ul style="list-style-type: none"> • Accurate and consistent customer debt collection data 	<ul style="list-style-type: none"> • Accurate and consistent customer data across the enterprise 	<ul style="list-style-type: none"> • Reduced Unit Cost • Improved Customer Satisfaction • Improved Employee Satisfaction
<ul style="list-style-type: none"> • Streamlined debt collection processes and enhanced system functionality 	<ul style="list-style-type: none"> • More effective systems management of debt collection activity 	<ul style="list-style-type: none"> • Improved Customer Satisfaction • Improved Employee Satisfaction • Reduced Unit Cost
	<ul style="list-style-type: none"> • Best practice systems functionality employed across the organization 	<ul style="list-style-type: none"> • Improved Customer Satisfaction • Improved Employee Satisfaction • Reduced Unit Cost
	<ul style="list-style-type: none"> • Improved fraud prevention 	<ul style="list-style-type: none"> • Reduced Unit Cost
	<ul style="list-style-type: none"> • Reduction of defaulted loans 	<ul style="list-style-type: none"> • Reduced Unit Cost
	<ul style="list-style-type: none"> • Reduction in number of fraudulent transactions 	<ul style="list-style-type: none"> • Reduced Unit Cost
	<ul style="list-style-type: none"> • Increased efficiency and effectiveness of collection systems and tools 	<ul style="list-style-type: none"> • Improved Customer Satisfaction • Improved Employee Satisfaction • Reduced Unit Cost

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Project Performance Plan and Measures

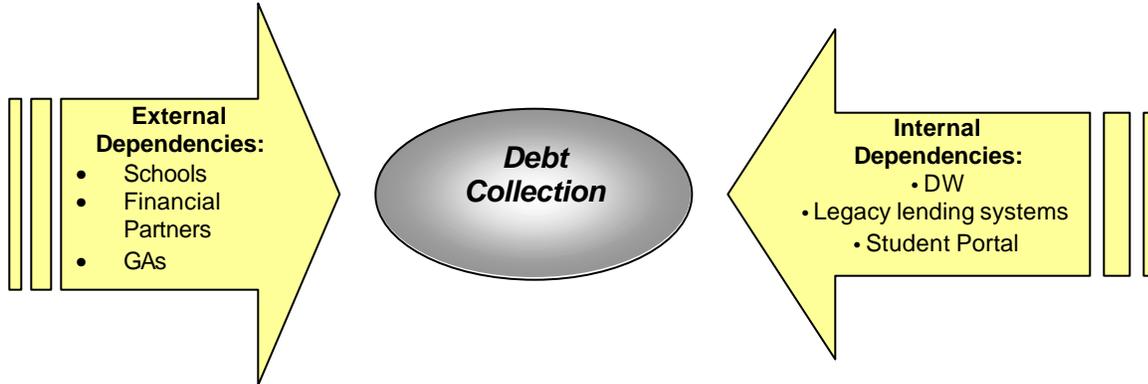
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • Improved Collection efforts 		<ul style="list-style-type: none"> • Number of inquiries concerning debt collections
<ul style="list-style-type: none"> • Provide more information and greater awareness of debt management and collections practices 		<ul style="list-style-type: none"> • Number of inquiries concerning debt collections
<ul style="list-style-type: none"> • Accurate and consistent customer data across the enterprise 		<ul style="list-style-type: none"> • Number of calls answered on first contact • Number of customer complaints
<ul style="list-style-type: none"> • More effective systems management of debt collection activity 		<ul style="list-style-type: none"> • Average call time • Number of customer complaints • Customer satisfaction surveys
<ul style="list-style-type: none"> • Best practice systems functionality employed across the organization 		<ul style="list-style-type: none"> • Average call time • Number of customer complaints • Customer satisfaction surveys
<ul style="list-style-type: none"> • Improved fraud prevention 		
<ul style="list-style-type: none"> • Reduction of defaulted loans 		
<ul style="list-style-type: none"> • Reduction in number of fraudulent transactions 		
<ul style="list-style-type: none"> • Increased efficiency and effectiveness of collection systems and tools 		<ul style="list-style-type: none"> • Average call time • Number of customer complaints • Customer satisfaction surveys

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Interdependencies

The successful implementation of the DCR project is dependent on two broad areas: external dependencies, which include Schools, Financial Partners and Guarantee Agencies, and internal dependencies, which include data warehouse and legacy lending systems (LO, LC, LS, CAPS, PEPS, FFEL, SAIG, CPS, TIVWAN, DCS, RFMS and others) as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Expanded debt and collections services and awareness Accurate and consistent customer debt collection data Streamlined debt collection processes and enhanced system functionality 	<ul style="list-style-type: none"> Data Warehouse 	<ul style="list-style-type: none"> Dependencies on Data Warehouse initiative concerning data structures, information availability and consistency. Milestones and timeline dependencies
		<ul style="list-style-type: none"> Security access, resource availability, peak workloads of contractors, contract renegotiations timelines
	Legacy Lending Systems: <ul style="list-style-type: none"> LO LC LS CAPS PEPS FFEL SAIG CPS TIVWAN DCS RFMS 	<ul style="list-style-type: none"> Legacy access to systems, resource availability (technical and SFA)
	<ul style="list-style-type: none"> Student Portal 	<ul style="list-style-type: none"> Modernization initiative interaction and timelines (Students Portal)
	<ul style="list-style-type: none"> Schools Financial Partners GAs 	

Schools Channel



Schools Channel: Common Aid Origination and Funds Disbursement COD Solution

TO #19

Purpose

The purpose of the Common Origination and Disbursement project is to improve the process by which schools request and report Title IV student financial assistance funds. These programs include the Federal Pell Grant program, the Campus-Based programs (Perkins Loans, Federal Supplemental Educational Opportunity Grants, and Federal Work-Study), and the Federal Direct Loan program. These programs are currently supported by three distinct processes, which in turn are supported by three distinct and disparate systems:

- Recipient Financial Management System (RFMS) for Pell Grants
- Campus-Based System (CBS) for Campus-Based Programs
- Loan Origination System (LOS) for the Direct Loan Program

The current business processes and systems associated require significant effort by both SFA and the 6900-plus schools to manage rules and technology rather than serve the students these programs are designed to support. Furthermore, since specific program data is housed in three distinct systems, schools and SFA cannot easily and efficiently access data required to obtain a complete picture of a student's Title IV aid.

The goal of the COD project is to develop requirements, design and implement a fully integrated Title IV origination and disbursement process – to include the enabling technology. Specific attention will also be given to identify the changes required of schools in order to successfully implement the new process.

In order to fully integrate all Title IV aid processing, a Common Origination and Disbursement process is required. An analysis of existing Title IV aid processes has determined significant similarities in the steps required to deliver financial aid for the Pell Grant, campus-based and Direct Loan programs. A common process and system to support origination and disbursement will be critical if SFA hopes to achieve an enterprise-wide solution that provides real-time data to students, schools, and financial partners via web portals.

The COD project is currently funded by Task Order 19 (Preferred Selection and Implementation Planning) that is tied to the Schools Channel Common Origination and Disbursement initiative. Additional task orders are anticipated for build, test and deployment of the COD capability.

Implementation

In Phase I (completed March 2000), the COD team

- Performed an assessment on the current environment and processes for origination and disbursement
- Identified options for the re-engineering of the COD process
- Performed an analysis of the high-level costs, benefits, and risks for COD.

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In Phase II, (April 2000 through February 2001) the COD team will:

- Develop mid-level details of the functional requirements;
- Document SFA performance targets;
- Identify the challenges schools will have to implement the COD process;
- Identify an approach for Phase-In schools; and
- Contact potential candidates to partner with SFA to further develop the new COD solution.

The completion of Phase II will result in:

- Identification of the preferred solution partner candidate(s);
- An implementation plan for the new process and enabling system; and
- A business case for the implementation of the common process and preferred solution.

The project will consider the reengineering options evaluated during Phase I for developing a common Title IV origination and disbursement process and technology and recommend a preferred solution.

These options include:

- Acquiring or outsourcing a financial services industry COTS package
- Acquiring or outsourcing a FFELP or Guarantee agency software package
- Enhancing one of the existing department-funded systems to support the common process for all SFA supported Title IV programs

In Phase III (March 2001 through August 2001) the COD team, including the partners identified in Phase II, will:

- Develop low-level details of the functional requirements;
- Perform a gap analysis of functional requirements and the enabling technology;
- Integrate details of the Preferred Solution into a refined implementation plan;
- Determine details of COD deployment;
- Identify roles for COD specialized and support functions;
- Identify mitigating strategies for the challenges schools will have during implementation of the COD process.
- Determine SFA organizational impacts and mitigating requirements – training, etc.

During Phase III the project will develop a detailed workplan and implementation strategy for COD. Full integration of the Preferred Solution will be made, to include required software modifications, product-line management and responsibility, and deployment strategies (“build a little, test a little”). Required specialty roles (e.g.: Reporting, document management) will be identified. Impacts to both schools and SFA personnel will be fully examined and strategies identified for mitigation of these impacts.

Phase IV (September 2001 – TBD) the COD team will:

- Develop and deliver the COD initial capabilities

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The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Dates
Phase II	<ul style="list-style-type: none"> • COD Preferred Solution Selection Workplan 	<ul style="list-style-type: none"> • 7/27/00
	<ul style="list-style-type: none"> • COD Performance Model 	<ul style="list-style-type: none"> • 8/26/00
	<ul style="list-style-type: none"> • Preferred Solution Selection 	<ul style="list-style-type: none"> • 11/21/00
	<ul style="list-style-type: none"> • Vendor Visit Status Report 	<ul style="list-style-type: none"> • 9/21/00
	<ul style="list-style-type: none"> • Implementation Plan 	<ul style="list-style-type: none"> • 12/22/00
	<ul style="list-style-type: none"> • Phase II Complete 	<ul style="list-style-type: none"> • 2/28/00
Phase III	<ul style="list-style-type: none"> • 'Shared-in-Savings' Contract 	<ul style="list-style-type: none"> • Summer '01
	<ul style="list-style-type: none"> • Capability Release Plan 	<ul style="list-style-type: none"> • Spring '01
Phase IV	<ul style="list-style-type: none"> • Initial COD Implementation / Deployment 	<ul style="list-style-type: none"> • Spring '02

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Business Capabilities and Project Goals

The capabilities that the COD project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how COD will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> Common record and consistent data definitions across programs 	<ul style="list-style-type: none"> Common data reporting for PELL, Campus Based and Direct Loan programs 	<ul style="list-style-type: none"> Increase Customer Satisfaction
<ul style="list-style-type: none"> Integrated process 	<ul style="list-style-type: none"> Single process for schools to interface with SFA to request and receive funds for the Pell and Direct Loan programs 	<ul style="list-style-type: none"> Increase Customer Satisfaction
<ul style="list-style-type: none"> Streamlined processes 	<ul style="list-style-type: none"> Fewer modifications over time, and a simplified means of processing changes 	<ul style="list-style-type: none"> Increase Customer Satisfaction
	<ul style="list-style-type: none"> Less time spent by our schools partners managing systems and more time serving students 	<ul style="list-style-type: none"> Increase Customer Satisfaction
	<ul style="list-style-type: none"> Ability to submit common records real-time or batch 	<ul style="list-style-type: none"> Increase Customer Satisfaction
	<ul style="list-style-type: none"> Access to real-time data across trading partner platforms 	<ul style="list-style-type: none"> Increase Customer Satisfaction
<ul style="list-style-type: none"> Single interface that provides a real-time, full picture 	<ul style="list-style-type: none"> Access to a student's entire federal financial aid history 	<ul style="list-style-type: none"> Increase Customer Satisfaction
<ul style="list-style-type: none"> Common origination and disbursement 	<ul style="list-style-type: none"> Lower system operating costs 	<ul style="list-style-type: none"> Lower Unit Cost
	<ul style="list-style-type: none"> Shared data that supports the Portals concept and improves information for SFA, schools, students and financial partners 	<ul style="list-style-type: none"> Lower Unit Cost
<ul style="list-style-type: none"> Improved functionality and access to data 		<ul style="list-style-type: none"> Lower Unit Cost
<ul style="list-style-type: none"> Improved fiscal controls 	<ul style="list-style-type: none"> Fewer dollars unaccounted for and fewer adjustments 	<ul style="list-style-type: none"> Lower Unit Cost
	<ul style="list-style-type: none"> Improved fiscal integrity through a Just-In-Time (JIT) funding or equivalent fiscally sound process 	<ul style="list-style-type: none"> Lower Unit Cost
<ul style="list-style-type: none"> Integrated information search process 	<ul style="list-style-type: none"> Increase the time available to review and analyze data 	<ul style="list-style-type: none"> Increase Employee Satisfaction

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	<ul style="list-style-type: none"> • Reduce the amount of stress that is now synonymous with looking up information 	<ul style="list-style-type: none"> • Increase Employee Satisfaction
	<ul style="list-style-type: none"> • Access to student level data for all Title IV Programs 	<ul style="list-style-type: none"> • Increase Employee Satisfaction
<ul style="list-style-type: none"> • One system for all financial aid programs 	<ul style="list-style-type: none"> • Break down the “cultural differences” that currently exist between units 	<ul style="list-style-type: none"> • Increase Employee Satisfaction

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Project Performance Plan and Measures

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • Lower system operating costs • Shared data that supports the Portals concept and improves information for SFA, schools, students and financial partners 	Decrease Unit Cost by 19% by 2004: <ul style="list-style-type: none"> • Lower cost per transaction 	<ul style="list-style-type: none"> • \$ cost per disbursement [budget/(Grants + DL +Campus - Based disbursements)] Total unit cost required to process each grant/loan (including administrative and disbursement expenses) from the time the record is received until funds are disbursed
<ul style="list-style-type: none"> • Common data reporting for PELL, Campus Based and Direct Loan programs • Single process for schools to interface with SFA to request and receive funds for the Pell and Direct Loan programs • Fewer modifications over time, and a simplified means of processing changes • Less time spent by our schools partners managing systems and more time serving students • Ability to submit common records real-time or batch • Access to real-time data across trading partner platforms • Access to a student's entire federal financial aid history 	Increase Customer Satisfaction (Michigan ACSI score from 63 to 74 by 2002): <ul style="list-style-type: none"> • Improve Customer Support 	<ul style="list-style-type: none"> • % of customers (schools) characterized as "very satisfied" Level of customer (school) satisfaction as measured by polls, surveys, and other methods
	Increase Customer Satisfaction (Michigan ACSI score from 63 to 74 by 2002): <ul style="list-style-type: none"> • Decrease Reconciliation Effort 	<ul style="list-style-type: none"> • % of customers (schools) characterized as "very satisfied" with change in reconciliation effort • Suggested measures include: \$ of aid paid, # of applicants who receive aid Indicates the schools' satisfaction with the COD process and therefore willingness to stay or convert to the DL program
	Increase Customer Satisfaction (Michigan ACSI score from 63 to 74 by 2002): <ul style="list-style-type: none"> • Increase system performance 	<ul style="list-style-type: none"> • Decrease cycle time to process transaction Cycle time from request of funds to receipt of funds
<ul style="list-style-type: none"> • Increase the time available to review and analyze data • Reduce the amount of stress that is now synonymous with looking up information • Access to student level data for all Title IV Programs • Break down the "cultural differences" that currently exist between units 	Increase Employee Satisfaction (top 5 of all government agencies by OPM survey): <ul style="list-style-type: none"> • Increase Employee Satisfaction 	<ul style="list-style-type: none"> • % of employees characterized as "very satisfied" Level of employee satisfaction as measured by polls, surveys, and other methods

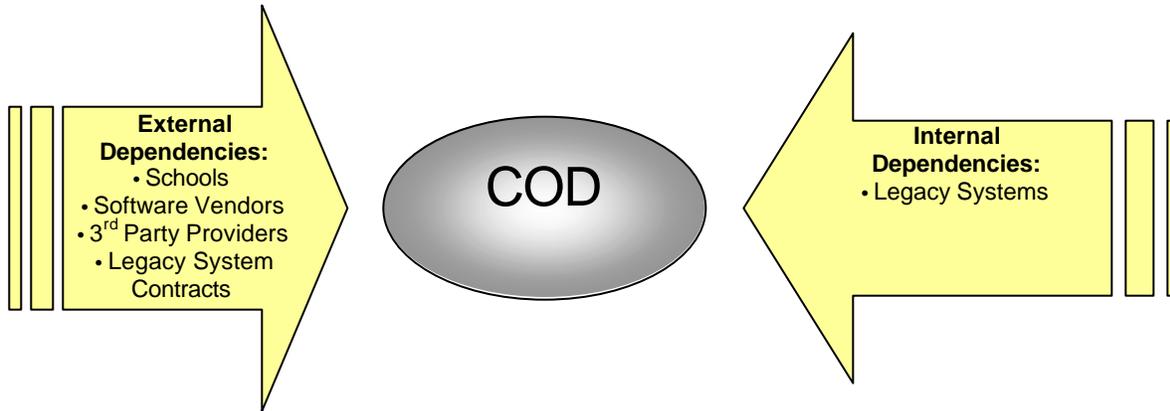
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<p>exist between units</p>	<p>Increase Employee Satisfaction (top 5 of all government agencies by OPM survey):</p> <ul style="list-style-type: none"> Simplify Reconciliation Effort 	<ul style="list-style-type: none"> % of employees characterized as “very satisfied” that tools provide ease of use to perform this task, and that proper information is available to complete task
<ul style="list-style-type: none"> Fewer dollars unaccounted for and fewer adjustments Improved fiscal integrity through a Just-In-Time (JIT) funding or equivalent fiscally sound process 	<p>Increase fiscal integrity:</p> <ul style="list-style-type: none"> Decrease amount of un-reconciled funds 	<ul style="list-style-type: none"> \$ and % of funds accounted for prior to disbursement date or within 30 days after disbursement date <p>These measures indicate whether funds advanced to schools have been accounted for</p>
	<p>Increase fiscal integrity:</p> <ul style="list-style-type: none"> Decrease excess cash held at schools 	<ul style="list-style-type: none"> \$ and # of audit or program review findings related to reconciliation Average time to close-out each Title IV program each year <p>Decrease in these measures would indicate that reconciliation has improved under COD</p>
	<p>Increase fiscal integrity:</p> <ul style="list-style-type: none"> Decrease # of unbooked disbursements 	<ul style="list-style-type: none"> \$ and # of unbooked loans.
	<p>Increase fiscal integrity:</p> <ul style="list-style-type: none"> Decrease excess cash held at schools 	<ul style="list-style-type: none"> \$ amount of excess cash held at schools

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Interdependencies

The successful implementation of COD is dependent upon the successes in two broad areas: External dependencies, which include schools and their readiness to accept COD capabilities as well as Financial Services' vendors, and internal dependencies, which include the ability to assess and migrate legacy system capabilities into the COD – where appropriate, as well as acquire budget and staff to plan and complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Common record and integrated process 	Schools	<ul style="list-style-type: none"> Ability to identify an all encompassing data format while allowing for ease of use (reporting) by schools
	Schools	<ul style="list-style-type: none"> Buy-in of FFEL partners for record elements and format
<ul style="list-style-type: none"> Common aid origination and disbursement 	Software vendors	<ul style="list-style-type: none"> Software provider ability to modify existing software capabilities for use in proposed COD process
	Schools	<ul style="list-style-type: none"> School willingness / ability to report via common process
<ul style="list-style-type: none"> One system for all financial aid programs 	Legacy System Contracts 3 rd party Service providers	<ul style="list-style-type: none"> Legacy system retirement & 3rd party service providers of these systems RFMS – Recipient Financial Management System CBS – Campus Bases System (contract - UAL) DLOS – Direct Loan Origination System

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	Legacy systems	<ul style="list-style-type: none">• Interdependencies with other systems may also exist –<ul style="list-style-type: none">TIVWANCPSEExpress softwarePEPS (contract – CBMI)FMSDLSS (contract – ACS)NSLDS (contract – Raytheon)
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Schools Channel: Institutional Record

Institutional Record

Purpose

The purpose of the Institutional Record initiative is to assess the current systems maintaining schools information and related functional requirements and develop and implement a strategy for consolidating the information to better address functional needs of SFA staff and schools.

Currently SFA and specifically the Schools Channel possesses a wealth of information about individual schools delivering student financial aid. This information is housed as data in a multitude of systems supporting specific functional activities. These systems range from enterprise wide systems to staff desktop applications. To fulfill its management responsibilities and better serve its schools, and hence students, the Schools Channel needs to develop a strategy and operation that shares this data, builds it into useful information and knowledge, and improves data integrity and quality.

The Institutional Record project will accomplish this goal by:

1. Identifying current data repositories utilized by the Schools Channel.
2. Assessing the quality and uses of the data.
3. Determining what data from these compartmentalized sub systems is useful to other areas in SFA.
4. Identifying the core data requirements across the Schools Channel.
5. Determining the best way to provide immediate access to core data across the Channel.
6. Determining the best way to provide access for analysis to all data across the Channel.

Implementation of the Institutional Record project will primarily benefit SFA employees and Schools' customers.

The Institutional Record project is tied to the Schools Channel Institutional Record initiative. The majority of the development and testing activities are performed at Washington DC.

Implementation

1. Work will be completed by 6/1/01
2. The approximate number of initial potential users will be 500 School Channel staff
3. The future target population will be all of SFA staff.

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The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I Identify current data repositories	<ul style="list-style-type: none"> • Identification of locations school data in SFA 	<ul style="list-style-type: none"> • 1/1/2001
Phase II Assess the quality and uses of the data	<ul style="list-style-type: none"> • Assessment of data quality and uses 	<ul style="list-style-type: none"> • 3/1/2001
Phase III Determine shared data needs	<ul style="list-style-type: none"> • Shared data needs 	<ul style="list-style-type: none"> • 3/1/2001
Phase IV Identify the core data requirements	<ul style="list-style-type: none"> • Core data requirements 	<ul style="list-style-type: none"> • 5/1/2001
Phase V Determine core data access method.	<ul style="list-style-type: none"> • Access method 	<ul style="list-style-type: none"> • 6/1/2001
Phase VI Determine analysis access method for all data	<ul style="list-style-type: none"> • Access method 	<ul style="list-style-type: none"> • 6/1/2001

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Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that the Institutional Record project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how Institutional Record will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Immediate access to core meaningful information for analysis about schools throughout SFA 	<ul style="list-style-type: none"> • More thorough knowledge of schools enabling proactive customer service across all SFA areas 	<ul style="list-style-type: none"> • Increased Customer Satisfaction • Increased Employee Satisfaction • Lower unit cost
	<ul style="list-style-type: none"> • Improved functional activities through better knowledge of information 	<ul style="list-style-type: none"> • Increased Customer Satisfaction • Increased Employee Satisfaction • Lower unit cost
<ul style="list-style-type: none"> • Elimination of redundant data 	<ul style="list-style-type: none"> • More efficient activities through elimination of redundant data and activities 	<ul style="list-style-type: none"> • Lower unit cost

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures:

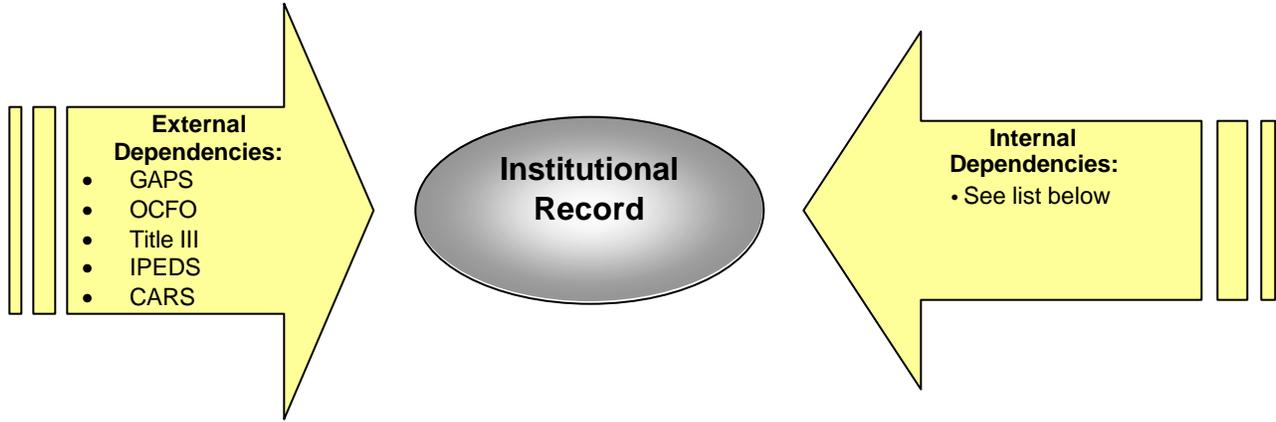
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none">• More thorough knowledge of schools enabling proactive customer service across all SFA areas		<ul style="list-style-type: none">• Customer and employee measurement via surveys.
<ul style="list-style-type: none">• Improved functional activities through better knowledge of information		<ul style="list-style-type: none">• Customer and employee measurement via surveys.
<ul style="list-style-type: none">• More efficient activities through elimination of redundant data and activities		<ul style="list-style-type: none">• Measure reduction of time spent on capturing data and performing activities

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Integrated Sequencing Plan

Interdependencies

The successful implementation of Institutional Record is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as GAPS, OCFO, Title III, IPEDS, CARS and internal dependencies, which include PEPS, NSLDS, RFMS, DLCS, etc., as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> • Immediate access to core meaningful information for analysis about schools throughout SFA • Elimination of redundant data 	<ul style="list-style-type: none"> - PEPS - NSLDS - RFMS* - DLCS - CBS - DLSS - DLOS* - CPS - TIVWAN.db - Ombudsman* - CMIS - Customer Service call center (listserv, IFAP e-mail) - RISK - CAMs Access database - AAAD - Call Center .dbs - DRCC - Phone Call Logs - Ad Hoc .dbs /spreadsheets - EDExpress - e-mail 	<ul style="list-style-type: none"> • Determining what data from these compartmentalized sub systems is useful to other areas in SFA • Determining the best way to provide access for analysis to all data across the Channel



Schools Channel: NSLDS Modernization

NSLDS Modernization

BC-FY01-01

Purpose

The purpose of this project is to upgrade the current NSLDS system from Version 1 to Version 2. NSLDS has much of the data that SFA users need, but cannot be easily accessed or viewed because of system constraints. New report requests, on average, cost over \$100K and take weeks to deliver. A data warehouse architecture will bring better access to data, ease use, and enable multiple ways of viewing and reporting data on demand.

The current key functions of NSLDS include:

- Check student eligibility – pre-screening/post-screening
- Calculate default rates for schools, guarantors, and lenders
- Calculate reasonability of payments to guarantors and lenders
- Capture and distribute student enrollment status
- Provide data to policy, research and other groups

By using data warehouse architecture, this project will allow SFA to deliver these NSLDS functions more cost-effectively, without disturbing the user community.. This architecture will position SFA to incorporate data from more data sources in the future.

Implementation

In order to address the various systems-related and organizational complexities/dependencies, SFA has established a phased approach to implement of FMS functionality. In addition, a phased approach will enable SFA to achieve measurable success in short, manageable time segments with definable and controllable milestones. The timeframe for each phase, and a brief description is summarized below:

Phase I – Proof of Concept: This phase will begin in December 2000. The purpose is to create a proof-of-concept technology demonstration for a selected area of NSLDS and for the CIO portion of Data Warehouse Infrastructure. The targeted audience is internal SFA. The key effect is to provide a detailed look at the enabling technology to be leveraged during the complete NSLDS replatforming.

Phase II – Data Warehouse Implementation: This is a 12-18 month phase, with the goal of redesigning and replatforming NSLDS using a data warehouse architecture to reduce annual costs of the system, to deliver self-service to the information to more users, to web-enable all of the enterprise data, and enable decision support.

Phase III (Future) – Build Enterprise Data Warehouse & Build Channel Specific Data Marts: The purpose of these phases is to create a modernized true data warehouse system for key SFA data. These phases will provide capability to interface with all existing legacy systems and provide required outputs, reports and analysis. The targeted audience initially is the Students and Schools Channels. The key effects will be to improve offerings of Aid and Grant programs through improved customer knowledge and to provide desired reporting capabilities across SFA business channels.

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The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I • Proof of Concept	• Begin work	• 12/00
	• NSLDS Cost Analysis Complete	• 7/00
	• NSLDS Technical Architecture Analysis Complete	• 3/01
Phase II • DW Implementation	• Begin Work	• 4/01
	• Analysis Complete	• 5/01
	• Design Complete	• 7/01
	• Build & Test Complete	• 2/02
Phase III • Extend Modernized NSLDS to an Enterprise Data Warehouse	• Begin Work	• TBD
Phase III • Build Channel Specific Data Marts	• Begin Work	• TBD

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Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that NSLDS Modernization will deliver tie directly to SFA's overall goals of reduced unit costs, and increased employee satisfaction. The table below illustrates how Content Management will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Streamlined and automated processes for data extraction, transformation, and reporting in a data warehouse environment 	<ul style="list-style-type: none"> • Increased speed and flexibility in reporting/extracting 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Lower Unit Cost
	<ul style="list-style-type: none"> • Improvement in data accuracy 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Lower Unit Cost
<ul style="list-style-type: none"> • Automated / enterprise reporting 	<ul style="list-style-type: none"> • Reduced labor costs related to report generations for the reports in scope 	<ul style="list-style-type: none"> • Lower Unit Cost
	<ul style="list-style-type: none"> • Increased savings, fact-based decision making 	<ul style="list-style-type: none"> • Lower Unit Cost

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Integrated Sequencing Plan

Project Performance Plan and Measures

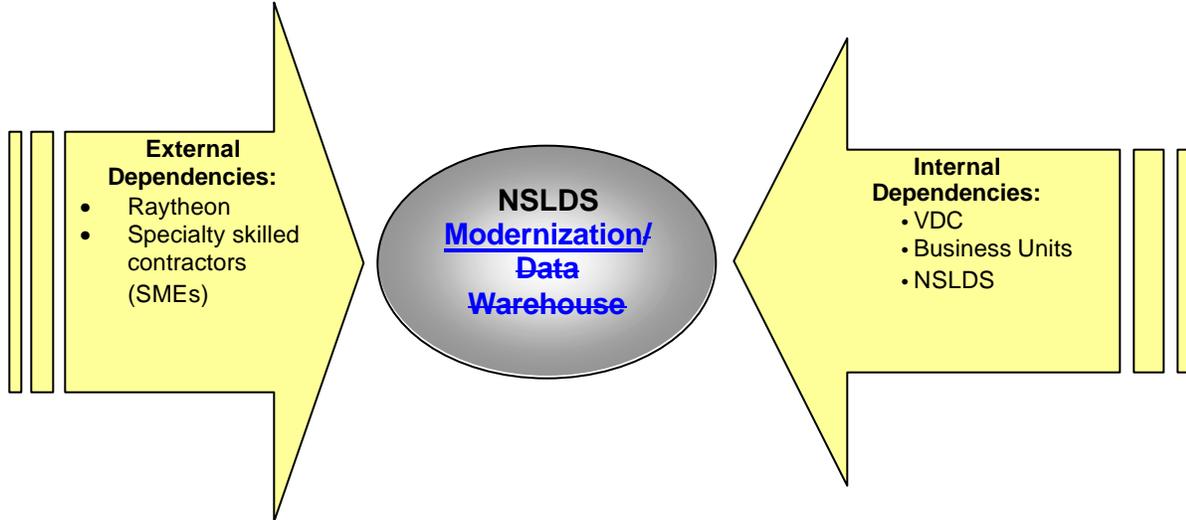
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • Increased speed and flexibility in reporting/extracting 	Increase employee satisfaction by 12%	<ul style="list-style-type: none"> • Conduct Employee Satisfaction survey to set benchmark for data warehouse capability • Conduct Employee Satisfaction survey 1/02 and 9/02 to assess data warehouse capability
<ul style="list-style-type: none"> • Improvement in data accuracy 	Increase employee satisfaction by 12%	<ul style="list-style-type: none"> • Conduct Employee Satisfaction survey to set benchmark for data warehouse capability • Conduct Employee Satisfaction survey 1/02 and 9/02 to assess data warehouse capability
<ul style="list-style-type: none"> • Reduced labor costs related to report generations for the reports in scope 	Reduce report generation labor costs by 25%	<ul style="list-style-type: none"> • Get benchmark costs before project • Demonstrate cost savings after project implementation
<ul style="list-style-type: none"> • Increased savings, fact-based decision making 	Reduce annual NSLDS operating costs by \$4 - \$7 M	<ul style="list-style-type: none"> • Currently have baseline costs for NSLDS operations (\$20 M)

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Integrated Sequencing Plan

Interdependencies

The successful implementation of NSLDS Modernization is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> • Streamlined and automated processes for data extraction, transformation, and reporting in a data warehouse environment 	<ul style="list-style-type: none"> • NSLDS 	<ul style="list-style-type: none"> • Getting access to NSLDS (and systems it interacts with)
	<ul style="list-style-type: none"> • SMEs 	<ul style="list-style-type: none"> • SME (subject matter experts) on the current NSLDS (data acquisitions and reporting)
	<ul style="list-style-type: none"> • Raytheon 	<ul style="list-style-type: none"> • Raytheon is the current contractor from whom stakeholder support must be obtained
	<ul style="list-style-type: none"> • VDC 	<ul style="list-style-type: none"> • VDC provides the technical environment and access to technical environment to test in
	<ul style="list-style-type: none"> • Business Units 	<ul style="list-style-type: none"> • Business Units – Need requirements in order to deliver to customer's needs



Schools Channel: Proactive Service to Customers Schools Web Portal

TO #43

Purpose

The purpose of the Schools Portal project is to provide Schools Channel customers with integrated, timely, and user-friendly access to existing information, databases, and other SFA resources. As opposed to a single point of entry, Student Financial Aid Professionals must currently access multiple SFA legacy systems independently. The Portal also provides for customization by letting the users create their own SFA links and personal “bookmarks”. In addition, the Schools Portal represents the first of the planned SFA initiatives that will ultimately drive all data access functionality.

Implementation of the Schools Portal Release 1.0 will primarily benefit Post-Secondary School Financial Aid Administrators and Business Officers, as well as SFA Staff. In addition Secondary School Counselors may also find the Portal of value in helping them serve students who plan to pursue educational opportunities after High School.

The project will also replatform the IFAP (Information for Financial Aid Professionals) application. The IFAP is an electronic library used primarily by financial aid professionals containing publications, regulations, and guidance regarding the administration of Title IV, Student Financial Aid Programs.

Implementation

The Schools Portal project is tied to the CIO’s office Technical Architecture project (Task Order 16), and is funded by Task Order 12. Development is done in Laurel MD, and Greensboro NC. Testing activities are performed at the Reston, VA, as well as on site in Washington, DC at SFA and Modernization Partner Headquarters. Project Management also takes place in DC at SFA and Modernization Locations. Software and databases are migrated from the development locations to the Virtual Data Center (VDC) in Connecticut.

Release 1.0:

1. Develop the functional business requirements as directed by the Schools Channel IPT, excluding but integrated with the work being done separately on the IFAP replatform project.
2. Complete this work in time for a 11/08/2000 rollout to approximately 28,000 potential users, although the number of potential concurrent users is yet to be determined.
3. Design and build Release 1.0 on a scalable architecture and infrastructure that can support desired future functionality and a potential future target population of 50,000 to 100,000 users, executing roughly 100 million transactions a year.

The table below illustrates the major milestones of the project and their respective dates:

Release	Milestones	Dates
Release 1.0	• Development of Portal/IFAP Storyboard for NASFAA Presentation	• 6/30/00
	• Successful Migration to VDC 1.0	• 9/30/00
	• Successful Portal Roll-Out	• 11/30/00

Business Capabilities and Project Goals

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Integrated Sequencing Plan

The capabilities that the Schools Portal will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below maps how the Schools Portal will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Enhanced Search Capabilities 	<ul style="list-style-type: none"> • More timely, accurate, and consistent data return 	<ul style="list-style-type: none"> • Improved Employee Satisfaction • Improved Customer Satisfaction
<ul style="list-style-type: none"> • One point of access 	<ul style="list-style-type: none"> • One point of access for SFA Legacy Systems, and critical user information 	<ul style="list-style-type: none"> • Improved Employee Satisfaction • Improved Customer Satisfaction
	<ul style="list-style-type: none"> • Ability to customize links and have direct access to SFA 	<ul style="list-style-type: none"> • Improved Customer Satisfaction

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Integrated Sequencing Plan

Project Performance Plan and Measures:

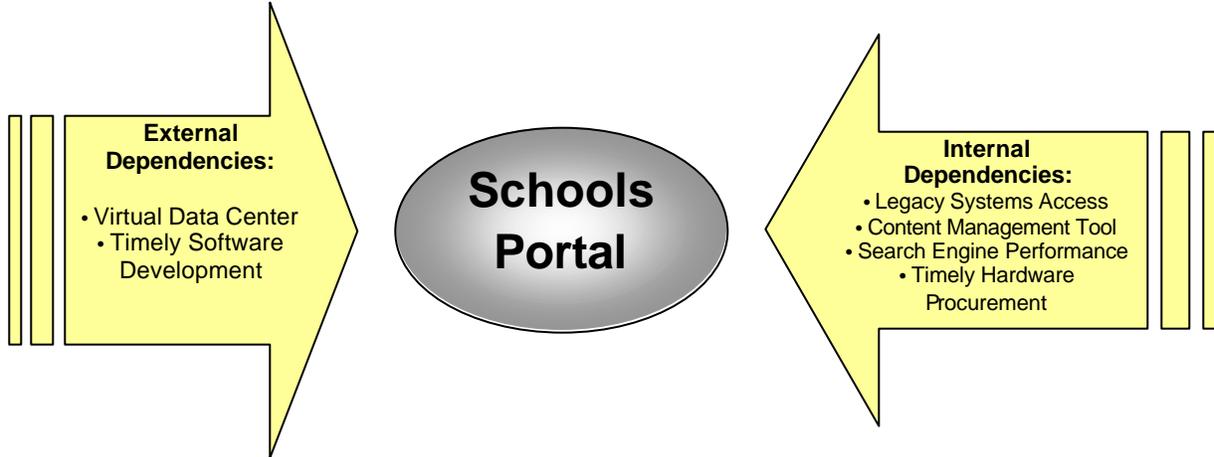
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • More timely, accurate, and consistent data return 		<ul style="list-style-type: none"> • Customer and Employee Satisfaction Surveys • University of Michigan Customer Service Index • Feedback capability from the Portal
<ul style="list-style-type: none"> • One point of access for SFA Legacy Systems, and critical user information 		<ul style="list-style-type: none"> • Employee Satisfaction Surveys • Customer Satisfaction Surveys • Feedback capability from the Portal
<ul style="list-style-type: none"> • Ability to customize links and have direct access to SFA 		<ul style="list-style-type: none"> • Customer Satisfaction Surveys • Feedback capability from the Portal

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Interdependencies

The successful implementation of the Schools Portal is contingent upon the mitigation of external and internal dependencies. External Dependencies, which includes the migration from the development centers to the VDC, and Internal Dependencies, which include the ability to interface with the SFA Legacy Systems, as well as the ability to acquire budget, staff, and resources to complete the project.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Enhanced Search Capabilities 	<ul style="list-style-type: none"> Search Engine Performance 	
	<ul style="list-style-type: none"> Timely Hardware Procurement 	
	<ul style="list-style-type: none"> Timely Software Development 	
<ul style="list-style-type: none"> One point of access 	<ul style="list-style-type: none"> Legacy System Access 	
	<ul style="list-style-type: none"> Content Management Tool 	
	<ul style="list-style-type: none"> Virtual Data Center 	



Schools: Proactive Services to Customers *Customer Relationship Implementation*

Purpose

The purpose of the CRM Initiative/Design and Implement (CRM/DI) project is to:

- Develop the operational concept that will provide the model for this new service deliver effort
- Identify the technologies and projects which will support the operational concepts
- implement the initial technology project that will proved the foundation for future projects
- Develop an integrated school record data model that will support the operational concept provide guidance to the implementation efforts

Implementation of the CRM/DI project will primarily benefit Schools' customers by providing technology tools to enable the delivery of excellent service desired by SFA and its staff. It will also provide more consistent and reliable data to SFA staff, allowing for data analysis and modeling which support proactive services, supporting single point of contact service delivery.

The CRM/DI project is projected to be funded during FY???. A task order will be issued that will be tied to the Schools' Channel Proactive Services to Customers initiative. The majority of the development and testing activities are performed at the Department of Education ROB-3 facility in Washington, D.C.

Implementation

The CRM/DI project will:

- Re-engineer current customer relations support processes into a comprehensive process through which ED provides customer support to approximately 6,000 schools participating in the title IV Student Financial Assistance programs
- Develop a Concept of Operations that models the comprehensive delivery of services to schools
- Identify projects and products required to implement the concept of operations, integrating service delivery now provided through multiple silos such as regional offices, CASE management, CAMS, training, FMS support, etc.
- Implement contact center software to maintain school demographic, account, and contact info, plus track and facilitate all School SFA interactions
- Develop an integrated school record data model that will support the operational concept and provide guidance to the implementation efforts
- Complete work by 9/1/2001
- Support approximately 500 initial potential users with a future target population including all SFA and school staff

**SFA – Modernization Partner
Integrated Sequencing Plan**

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Dates
Phase I Develop Concept of Operations, and system requirements	<ul style="list-style-type: none"> • Phase I Launched • Organizing Project • Develop customer interaction map • Re-engineer customer interaction activities • Develop Concept of Operations document • Develop system requirements. 	<ul style="list-style-type: none"> • 2/28/00
Phase 1A Develop an integrated school record data model that will support the operational concept provide guidance to the implementation efforts.	<ul style="list-style-type: none"> • Begin work on Phase 1A • Identify all sources of School Data. • Determine which data is relevant and meaningful to service delivery and evaluation • Develop design for data housing and use 	<ul style="list-style-type: none"> • 3/31/00
Phase II Identify projects required to support the Concept of Operations and develop sequencing plan	<ul style="list-style-type: none"> • Beginning of Phase II work • Identify system components necessary to support the concept of operations. • Develop sequencing plan for implementations • Develop business cases for projects • Acquire permission to proceed. 	<ul style="list-style-type: none"> • 4/15/00
Phase III Acquire contact center software as initial component of system supporting concept of operations	<ul style="list-style-type: none"> • Beginning of Phase III work • Produce RFP for Software • Select software 	<ul style="list-style-type: none"> • 2/28/00
Phase IV Implement contact center software with meeting initial business requirements. (Housing school demographic data, tracking all school/SFA interactions, providing access to Schools Channel staff)	<ul style="list-style-type: none"> • Begin work on Phase IV • Develop Project Plan • Organize Implementation Teams • Develop detailed system requirements and design documents • Configure System • Unit Test • Rework • System Test • Rework • Data Conversion • Cut Over to Production 	<ul style="list-style-type: none"> • 9/30/00

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Business Capabilities and Project Goals

The capabilities that the CRM/DI project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how CRM/DI will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Provide a conceptual map for service delivery processes and data. 	<ul style="list-style-type: none"> • Efficient acquisition and implementation of projects to improve Customer Service, Employee Satisfaction and reduce unit costs. 	<ul style="list-style-type: none"> • Lower Unit Costs • Increase Employee Satisfaction
<ul style="list-style-type: none"> • Provide an organized sequencing plan and supporting cases for projects supporting the concept of operations 	<ul style="list-style-type: none"> • Activities supporting the Proactive Customer Service initiative will staged and sequenced to minimize redundant activities and increase the efficiency and success of the projects and initiatives 	<ul style="list-style-type: none"> • Lower Unit Costs • Increased Employee Satisfaction
<ul style="list-style-type: none"> • Provide the foundation technology software to support to concept of operations 	<ul style="list-style-type: none"> • Provide common contact database for entire SFA School Channel 	<ul style="list-style-type: none"> • Increased Employee Satisfaction
	<ul style="list-style-type: none"> • Eliminate many redundant systems 	<ul style="list-style-type: none"> • Lower Unit Costs
	<ul style="list-style-type: none"> • More efficient management of school contacts 	<ul style="list-style-type: none"> • Lower Unit Costs
<ul style="list-style-type: none"> • Provide a single point of contact 	<ul style="list-style-type: none"> • Increased level of customer service, responsiveness, and accuracy • Reduced complexity in responding to school requests • Greater access to resources • Reduced overall program administration costs 	<ul style="list-style-type: none"> • Increased Customer Service • Increase Employee Satisfaction • Lower Unit Costs
<ul style="list-style-type: none"> • Better trained employees 	<ul style="list-style-type: none"> • Increased level of customer service, responsiveness, and accuracy 	<ul style="list-style-type: none"> • Increased Customer Service
<ul style="list-style-type: none"> • Accountable SFA staff person 	<ul style="list-style-type: none"> • Increased level of customer service, responsiveness, and accuracy 	<ul style="list-style-type: none"> • Increased Customer Service • Increase Employee Satisfaction
<ul style="list-style-type: none"> • Common CRM interface 	<ul style="list-style-type: none"> • Reduced complexity in responding to school requests 	<ul style="list-style-type: none"> • Increased Customer Service

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Integrated Sequencing Plan

<ul style="list-style-type: none">• Information management	<ul style="list-style-type: none">• Spotting and acting on customer trends and opportunities• Improved management of customer information	<ul style="list-style-type: none">• Increased Customer Service• Lower Unit Costs
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Integrated Sequencing Plan

Project Performance Plan and Measures

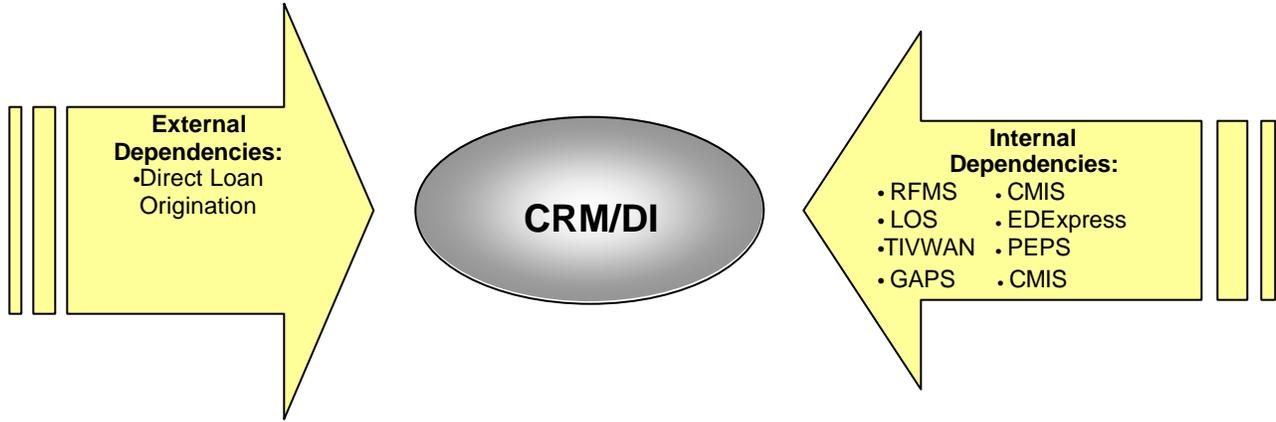
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • Efficient acquisition and implementation of projects to improve Customer Service, Employee Satisfaction and reduce unit costs 		
<ul style="list-style-type: none"> • Activities supporting the Proactive Customer Service initiative will staged and sequenced to minimize redundant activities and increase the efficiency and success of the projects and initiatives 		
<ul style="list-style-type: none"> • Provide common contact database for entire SFA School Channel 		
<ul style="list-style-type: none"> • Eliminate many redundant systems 		
<ul style="list-style-type: none"> • More efficient management of school contacts 		
<ul style="list-style-type: none"> • Increased level of customer service, responsiveness, and accuracy 		
<ul style="list-style-type: none"> • Reduced complexity in responding to school requests 		
<ul style="list-style-type: none"> • Greater access to resources 		
<ul style="list-style-type: none"> • Spotting and acting on customer trends and opportunities 		
<ul style="list-style-type: none"> • Reduced overall program administration costs 		
<ul style="list-style-type: none"> • Improved management of customer information 		

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Interdependencies

The successful implementation of CRM/DI is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as Direct Loan Origination and internal dependencies, which include RFMS, CMIS, EDEExpress, TIVWAN, PEPS, and GAPS call centers, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below: Need more meat here and make sure the graphic matches the table.

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Conceptual map for service delivery processes and data 		
<ul style="list-style-type: none"> Organized sequencing plan and supporting cases for projects supporting the concept of operations 		
<ul style="list-style-type: none"> Foundation technology software to support to concept of operations 		
<ul style="list-style-type: none"> Single point of contact Better trained employees Accountable SFA staff person Common CRM interface Improved management of customer information Develop base technology for future projects 		<ul style="list-style-type: none"> RMFS – Recipient Financial Management System call center LOS – Loan Origination System call center EDEExpress – (potential call center impact) TIVWAN – Title IV Wide Area Network call center PEPS – Post-secondary Education Participation System (potential call center impact) GAPS – (potential changes in customer support) CMIS—(Potential changes in Case Management Software and activities) Schools Portal – potential changes in the management of Portal content and customer interactions through the portal. CAMS – Potential replacement of the Client Account Management software COD – Changes in customer support and

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Integrated Sequencing Plan

		contact tracking
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**Schools: Proactive Services to Customers
CRM / Call Centers – Quick Hits**

Purpose

The purpose of the CRM/Call Centers – Quick Hits (CRM/CC) project is to identify and if possible implement near term solutions to increase customer satisfaction, employee satisfaction, and reduce cost until long-term CRM solutions are identified and implemented.

This project is primarily a risk reduction project to support the effective management of the implementation of various projects identified.

Implementation of the CRM/CC project will primarily benefit Schools’ customers. It will be funded during FY01, however a Task Order has not been issued for this project. This project is part of the Schools’ Channel Proactive Services to Customers initiative. The majority of the development and testing activities are performed at the Department of Education ROB – 3 facility in Washington, DC.

Implementation

The CRM/CC project will:

- Organize tasks previously by call center staff
- Develop business cases for implementing the activities
- Acquire permission to proceed with the activities
- Complete work by 12/15/00
- Approximate number of initial potential users 15
- Future target population All Schools channel employees

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Dates
Phase I Inventory and organize identified activities	<ul style="list-style-type: none"> • Inventoried Suggested Activities 	<ul style="list-style-type: none"> • 11/1/00
Phase II Develop business cases for activities, eliminating activities that are redundant with other projects	<ul style="list-style-type: none"> • Development of Business Cases 	<ul style="list-style-type: none"> • 12/1/00
Phase III Acquire permission to proceed	<ul style="list-style-type: none"> • Permission to proceed 	<ul style="list-style-type: none"> • 12/15/00

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Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that the CRM/CC project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how CRM/CC will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none">Organized plan for implementation	<ul style="list-style-type: none">Efficient acquisition and planning	<ul style="list-style-type: none">Increased Employee SatisfactionLower Unit Cost
<ul style="list-style-type: none">Justification for actualization of activities	<ul style="list-style-type: none">Efficient project identification	<ul style="list-style-type: none">Increased Employee SatisfactionLower Unit Cost
<ul style="list-style-type: none">Coordination of activities with channel goals	<ul style="list-style-type: none">Efficient acquisition and implementation	<ul style="list-style-type: none">Increased Employee SatisfactionLower Unit Cost

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Integrated Sequencing Plan

Project Performance Plan and Measures

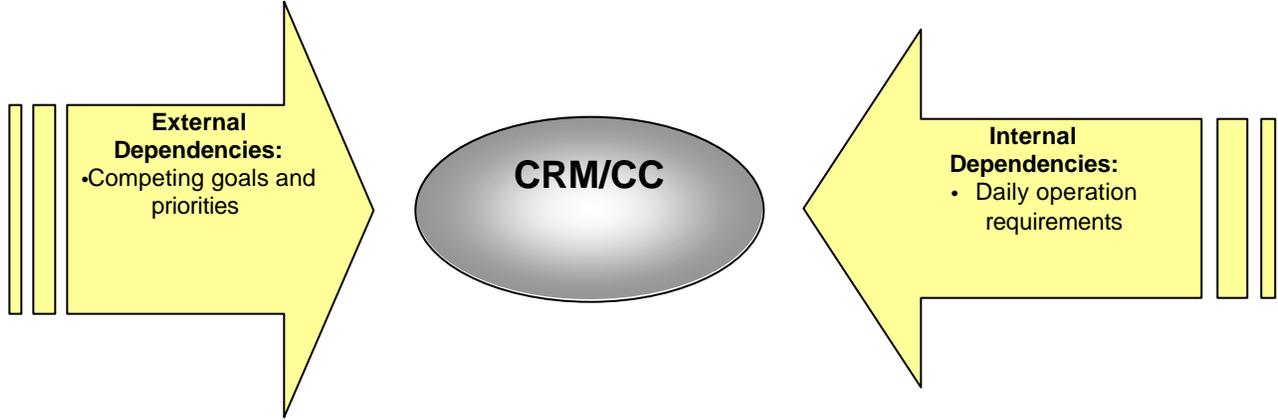
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none">• Efficient acquisition and planning		<ul style="list-style-type: none">• The quantifiable performance measures resulting from this project will occur during the successful implementation of identified projects, the effective coordination of activities, and the reduction of redundant tasks
<ul style="list-style-type: none">• Efficient project identification		
<ul style="list-style-type: none">• Efficient acquisition and implementation		

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Interdependencies

The successful implementation of CRM/CC is dependent on two broad areas: external dependencies, which such as conflicting and competing goals and priorities and internal dependencies, which include, on going projects and daily operations as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
NA	NA	There are no technical dependencies relating to this project

Schools Channel: Electronic Financial Statements Reporting Electronic Audited Financial Statements & Compliance Reports Reporting Requirements(EAFS-R)

Purpose

The purpose of the Electronic Audited Financial Statements and Compliance Reporting initiative is to develop and implement a plan for allowing schools to submit their annual audited financial statements and compliance reports electronically.

The purpose of the EAFS-R project is to determine the scope of the requirements that are necessary to collect electronic audited financial statements & compliance reports from participating institutions and their auditors. A specific objective of the effort would be to identify the functional and technical requirements necessary to prepare a Task Order to implement a solution.

Implementation of the EAFS-R project will primarily benefit schools customers. However, the Document Receipt and Control Center (DRCC) and the Case Management teams will benefit through the receipt of more timely and accurate information from the schools.

The EAFS-R project is funded by Task Order 13 WO 6 which is tied to the Schools' Channel Electronic Financial Statement Reporting initiative. The majority of the requirements development activities are performed at SFA headquarters in Washington, DC.

Implementation

The EAFS-R project will identify the requirements needed to collect electronic audited financial statements & compliance reports from participating institutions and their auditors. Specifically, the team will capture and document functional and technical requirements in a requirements definition document. These requirements will then be used to develop a task order for implementation of the solution.

In summary, the requirements definition will focus on the following areas:

- Functional and technical requirements input from focus groups sessions
- Site visits to review systems of similar function and capabilities
- Functional and technical requirements input from individual interviews of the DRCC and Case Management teams
- Review of currently required data elements, compliance, and financial reporting documents

The work effort will be complete by January 29, 2001. Approximate population of schools who could use the system follows:

4. Private colleges and universities = 2,200
5. Public colleges and universities = 1,800
6. Proprietary institutions = 2,800
7. Foreign institutions = 700

Third party servicers and other financial partners would be effected and potentially use the system.

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The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	<ul style="list-style-type: none"> 1 – Site visit summaries 	<ul style="list-style-type: none"> 12-15-00
	<ul style="list-style-type: none"> 2 – Focus group summaries 	<ul style="list-style-type: none"> 12-15-00
	<ul style="list-style-type: none"> 3 – Requirements Definition Documentation 	<ul style="list-style-type: none"> 1-12-01
	<ul style="list-style-type: none"> 4 – Implementation Task Order 	<ul style="list-style-type: none"> 1-29-01

Business Capabilities and Project Goals

The capabilities that the EAFS-R project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how EAFS-R will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> Web-enabled submission of financial statements and compliance reports 	<ul style="list-style-type: none"> Streamlined and hassle-free forms submission process Timely Submission 	<ul style="list-style-type: none"> Increased Customer Satisfaction
<ul style="list-style-type: none"> Single source of financial and compliance information for school 	<ul style="list-style-type: none"> More timely, accurate and consistent financial data 	<ul style="list-style-type: none"> Increased Employee Satisfaction Increased Customer Satisfaction
<ul style="list-style-type: none"> Automation of processing for ratio composite score and evaluation of compliance findings 	<ul style="list-style-type: none"> Less time and resources required to process forms 	<ul style="list-style-type: none"> Lower Unit Cost

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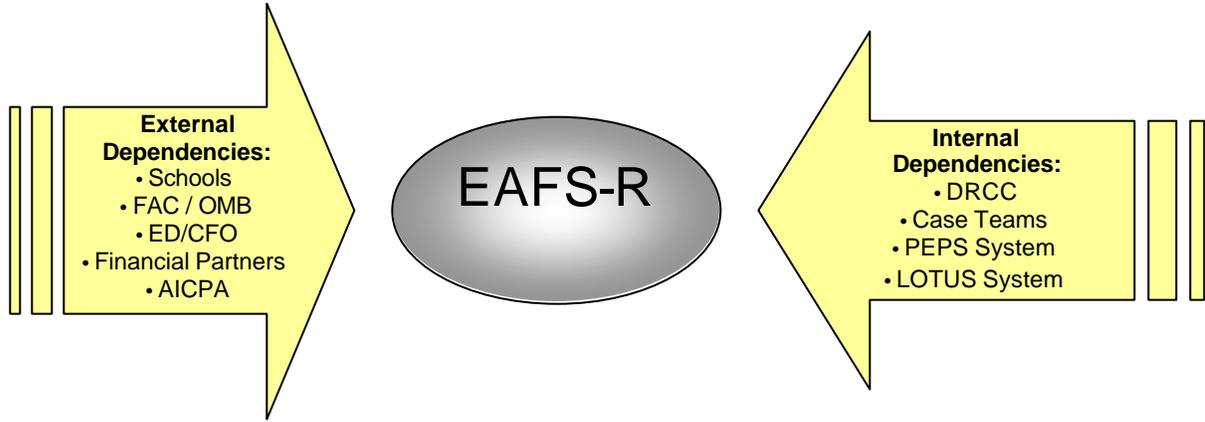
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Phase	Capability	Goal	Performance Measures
Phase I	<ul style="list-style-type: none"> Web-enabled submission forms 	<ul style="list-style-type: none"> Improve customer satisfaction and comply with regulatory oversight responsibility 	<ul style="list-style-type: none"> Customer satisfaction surveys
	<ul style="list-style-type: none"> Query from single source 	<ul style="list-style-type: none"> Improve employee and customer satisfaction 	<ul style="list-style-type: none"> Employee and customer satisfaction surveys
	<ul style="list-style-type: none"> Automated processing of ratio composite score and evaluation of compliance findings 	<ul style="list-style-type: none"> Lower unit cost 	<ul style="list-style-type: none"> Cost savings achieved

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Interdependencies

The successful implementation of EAFS-R is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as Federal Audit Clearinghouse and internal dependencies, which include with include the ability to interface with PEPS, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Web-enabled submission forms 	<ul style="list-style-type: none"> FAC/OMB 	<ul style="list-style-type: none"> Forms requirements completion, Federal Audit Clearinghouse (FAC) future initiatives and OMB approval
	<ul style="list-style-type: none"> Schools 	<ul style="list-style-type: none"> Buy in of the process to enter the information
	<ul style="list-style-type: none"> ED/CFO 	<ul style="list-style-type: none"> May be dependent on re-negotiation of the interagency agreement with the CENSUS Bureau (Federal Audit Clearinghouse)
	<ul style="list-style-type: none"> Financial Partners 	<ul style="list-style-type: none"> Whether they are included in the process or not
	<ul style="list-style-type: none"> AICPA 	<ul style="list-style-type: none"> Could be dependent if ED requires certification from CPAs of the information submitted. If it is just institutional certification by CEO, then no dependency on AICPA approval
<ul style="list-style-type: none"> Query from single source 	<ul style="list-style-type: none"> PEPS System LOTUS System 	<ul style="list-style-type: none"> Ability to interface with other systems
<ul style="list-style-type: none"> Automated processing of ratio composite score and evaluation of compliance findings 	<ul style="list-style-type: none"> DRCC Case Team 	<ul style="list-style-type: none"> DRCC / Case Team approval

Schools Channel: Campus Based Programs' System Replatform Replatforming of Campus Based System Design & Implementation(RCBS-I)

Purpose

The purpose of the Replatforming of Campus Based System Design and Implementation (RCBS-I) project is to replace the current Campus-Based programs system for use in the 2001-2002 FISAP filing. The project would increase system maintainability, increase SFA staff access to data and analysis capabilities, and reduce cycle time for application processing for institutions, and provide institutions and servicers with an alternative submission option for the FISAP file. In addition, this project will begin the transformation of the CB system to support the business objectives of the Common Origination and Disbursement process.

Implementation of the RCBS-R project will primarily benefit three groups:

- 4) Institutions will be provided with an intuitive web-based interface that provides real-time edit checks and corrections turnaround for the FISAP submission process.
- 5) Servicers will be provided with a web-based interface that provides multiple file transmission capabilities.
- 6) Campus Based Programs Staff will be provided with a system that provides easier access to program data and enhanced reporting capabilities.

The RCBS-I project is tied to the Schools' Channel Campus Based Programs' System Replatform initiative. The majority of the development and testing activities will be performed at a combination of the Virtual Data Center and subcontractor location.

Implementation

The re-write of the current application and migration of the Campus Based System from a VSAM storage system to a relational database system will increase customer satisfaction through the reduction of the FISAP correction processing cycle, and provide a web-based FISAP process including an alternative FISAP transmission option for schools who only use EDEExpress for this process. In addition, the solution will provide enhanced customer service and analytical reporting capabilities.

In addition, employee satisfaction will be increased usability through improved application functionality, improved access to data to increase effective oversight, the ability to quickly respond to internal and external ad-hoc inquiries, and increased self-service capabilities.

8. Complete work by November, 2001
9. Approximate number of initial potential users will be driven by the technology capability of the institutions and servicers.
10. Future target population will be 4000 institutions plus servicers

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
	• System Requirements	• 01/23/01
	• System Design	• 03/05/01
	• Site/System Development	• 07/17/01
	• Web Front-End Release	• 07/18/01
	• Application Release	• 11/07/01

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Business Capabilities and Project Goals

The capabilities that the RCBS-I project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how RCBS-I will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Client / Server Solution 	<ul style="list-style-type: none"> • Reduced Maintenance Costs 	<ul style="list-style-type: none"> • Lower Unit Costs
<ul style="list-style-type: none"> • Relational DB Migration 	<ul style="list-style-type: none"> • Improved Data Access 	<ul style="list-style-type: none"> • Lower Unit Costs
<ul style="list-style-type: none"> • Web Front-End 	<ul style="list-style-type: none"> • Improved Functionality 	<ul style="list-style-type: none"> • Lower Unit Costs
	<ul style="list-style-type: none"> • Reduced FISAP Turnaround 	<ul style="list-style-type: none"> • Increased Customer Satisfaction
<ul style="list-style-type: none"> • Alternative Transmission Option 	<ul style="list-style-type: none"> • Alternative FISAP Transmission 	<ul style="list-style-type: none"> • Increased Customer Satisfaction
<ul style="list-style-type: none"> • Relational DB Migration 	<ul style="list-style-type: none"> • Enhanced Analytical Capabilities 	<ul style="list-style-type: none"> • Increased Customer Satisfaction
	<ul style="list-style-type: none"> • Increased Self-Service Capabilities 	<ul style="list-style-type: none"> • Increased Customer Satisfaction
	<ul style="list-style-type: none"> • Ability to respond to Internal and External Ad-hoc Inquiries 	<ul style="list-style-type: none"> • Increased Employee Satisfaction
	<ul style="list-style-type: none"> • Improved Access to Data to Increase Effective Oversight 	<ul style="list-style-type: none"> • Increased Employee Satisfaction

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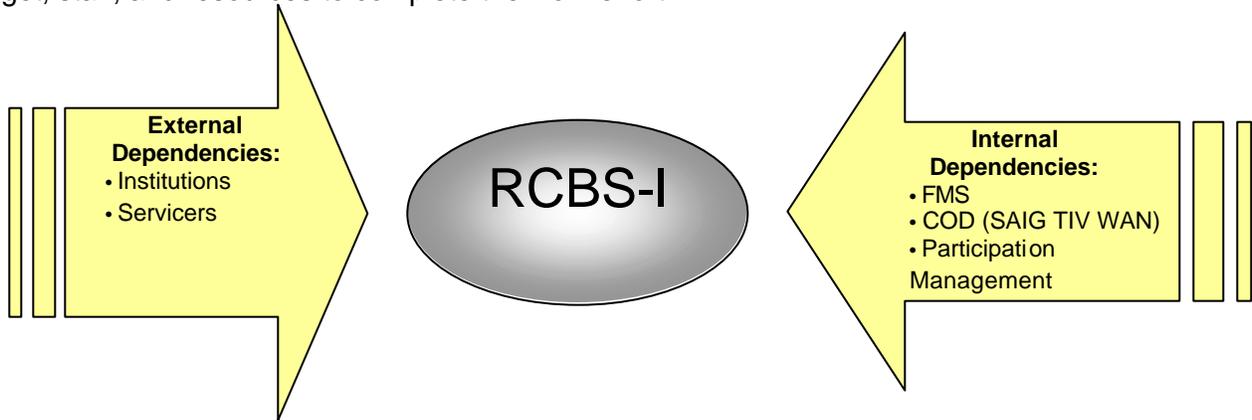
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • Reduced Maintenance Costs 		<ul style="list-style-type: none"> • Annual Maintenance Costs
<ul style="list-style-type: none"> • Improved Data Access 		<ul style="list-style-type: none"> • Annual Maintenance Costs
<ul style="list-style-type: none"> • Improved Functionality 		<ul style="list-style-type: none"> • Positive Customer Feedback
<ul style="list-style-type: none"> • Reduced FISAP Turnaround 		<ul style="list-style-type: none"> • Positive Customer Feedback
<ul style="list-style-type: none"> • Alternative FISAP Transmission 		<ul style="list-style-type: none"> • Positive Customer Feedback
<ul style="list-style-type: none"> • Enhanced Analytical Capabilities 		<ul style="list-style-type: none"> • Positive Customer Feedback
<ul style="list-style-type: none"> • Increased Self-Service Capabilities 		<ul style="list-style-type: none"> • Positive Customer Feedback
<ul style="list-style-type: none"> • Ability to respond to Internal and External Ad-hoc Inquiries 		<ul style="list-style-type: none"> • Positive Employee Feedback
<ul style="list-style-type: none"> • Improved Access to Data to Increase Effective Oversight 		<ul style="list-style-type: none"> • Positive Employee Feedback

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Interdependencies

The successful implementation of RCBS-I is dependent on two broad areas: external dependencies, which include the ability to interface with external systems of institutions and servicers and internal dependencies, which include FMS and Participation Management, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Improved functionality and improved access to data 	<ul style="list-style-type: none"> Institutions Servicers 	<ul style="list-style-type: none"> Those who choose to utilize alternative transmission option will need to have web access
	<ul style="list-style-type: none"> COD 	<ul style="list-style-type: none"> Design of relation database must support integration with COD
	<ul style="list-style-type: none"> FMS SAIG (TIVWAN) 	<ul style="list-style-type: none"> The interfaces for multiple systems may need to be modified
<ul style="list-style-type: none"> Security to identify and authenticate appropriate users 	<ul style="list-style-type: none"> Participation Management 	<ul style="list-style-type: none"> Participate management access control files will need to available to CBS.

Schools Channel: TIV WAN Simplification Delivery ***TIV WAN Simplification Delivery***

TO #44
BC-FY01-18

Purpose

The purpose of the TIV WAN Simplification Delivery initiative is to tombstone the existing Title IV WAN contract and find appropriate homes for the services currently provided to schools and students.

Implementation of the TIV WAN project will primarily benefit two user groups: the schools, service provider providers, and vendors currently using the proprietary network for data transmission and the SFA CIO.

Implementation

The current Title IV WAN contract expires on September 30, 2001 and there are no plans to continue it. Therefore, SFA must determine which of the services currently provided under the contract need to be continued and, if continued, where they should be managed. SFA has identified nine services which need to be addressed. In order to address each service by September 30, 2001, the project team will work concurrently on each service in a staggered approach which recognizes the dependencies between the services.

The users of Title IV WAN services include the 17,256 destination points (schools, vendors, and SFA application systems) which exchange data across the WAN as well as the approximately two million students who use the WAN to transmit FAFSA on the Web data annually. The number of users is expected to grow as more school personnel request access to SFA systems (particularly NSLDS) and more students begin to use FAFSA on the Web to submit their application data.

The TIV WAN project is funded by Task Order 44 which is tied to the CIO Office's TIV WAN Simplification Delivery initiative. The majority of the development and testing activities are performed at NCS Pearson's facility in Iowa City, IA, while the software and databases are located in the Virtual Data Center (VDC) in Connecticut.

Phase I of the project will involve development of the business cases which address each service. Phase II will cover implementation of the recommendations contained in the business plan.

The table below illustrates the major milestones and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	Cost Baseline	• 11/15/00
Phase I - Business Cases	SFA to the Internet	• 12/20/00
	Conferences	• 12/31/00
	Customer Service	• 12/31/00
	SFA Product Distribution	• 1/5/01
	Billing	• 1/22/01
	On-Line Query	• 2/1/01
	Participant Management	• 2/1/01
	799 Reporting	• 4/15/01

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	Master Business Case and Sequencing Plan	• 4/30/01
Phase I	Alternatives and Feasibility Document	• 4/15/01 – Future of SFA Data Communications
Phase II - Implementation	Conferences	• 1/2/01
	Customer Service	• 1/2/01
	SFA to the Internet	• 1/16/01
	SFA Product Distribution	• 1/24/01
	Billing	• 2/12/01
	Participant Management	• 2/22/01
	On-Line Query	• 2/22/01
	799 Reporting	• 4/30/01
	Future of SFA Data Communications	• TBD

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Business Capabilities and Project Goals

The capabilities that the Title IV WAN IPT will deliver tie directly to SFA's overall goals of increased customer satisfaction, reduced unit costs, and increased employee satisfaction. The table below illustrates how Content Management will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> Determine what it will take to move SFA's data transmissions to the Internet 	<ul style="list-style-type: none"> Elimination of kilo-character costs to SFA and to end-user 	<ul style="list-style-type: none"> Lower Unit Cost
<ul style="list-style-type: none"> Determine the best contract vehicle to manage user support calls currently managed by the Title IV WAN contract 	<ul style="list-style-type: none"> Eliminate phone calls from TIVWAN contract 	<ul style="list-style-type: none"> Increased Customer Satisfaction Lower Unit Cost?
<ul style="list-style-type: none"> Determine the best contract vehicle for SFA Participant Management functions currently managed by the Title IV WAN contract 	<ul style="list-style-type: none"> Elimination of redundant participation management systems 	<ul style="list-style-type: none"> Increased Customer Satisfaction Increased Employee Satisfaction
<ul style="list-style-type: none"> Determine the best contract vehicle for distribution of SFA products currently distributed via the Title IV WAN contract 	<ul style="list-style-type: none"> Reduction in the number of web sites maintained by SFA; reduction in complexity for end users in identifying where to go to get software and/or documentation 	<ul style="list-style-type: none"> Increased Customer Satisfaction Lower Unit Cost
<ul style="list-style-type: none"> Determine steps necessary to tombstone the Title IV WAN Billing system 	<ul style="list-style-type: none"> Elimination of the TIVWAN billing system 	<ul style="list-style-type: none"> Increased Customer Satisfaction
<ul style="list-style-type: none"> Determine the best contract vehicle for on-line query functions currently managed by the Title IV WAN contract 	<ul style="list-style-type: none"> Elimination of the on-line query system in TIVWAN 	<ul style="list-style-type: none"> Increased Customer Satisfaction Increased Employee Satisfaction
<ul style="list-style-type: none"> Determine the best solution for management of the SFA conferences currently managed under the Title IV WAN contract 	<ul style="list-style-type: none"> Elimination of the conferences product in TIVWAN 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Determine the best solution for management of the 799 Reporting currently managed under the Title IV WAN contract 	<ul style="list-style-type: none"> Elimination of the 799 Reporting product in TIVWAN 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Determine feasibility of alternatives for future SFA data communications 	<ul style="list-style-type: none"> Plan for future of SFA data communications 	<ul style="list-style-type: none"> Increased Customer Satisfaction Increased Employee Satisfaction Lower Unit Cost

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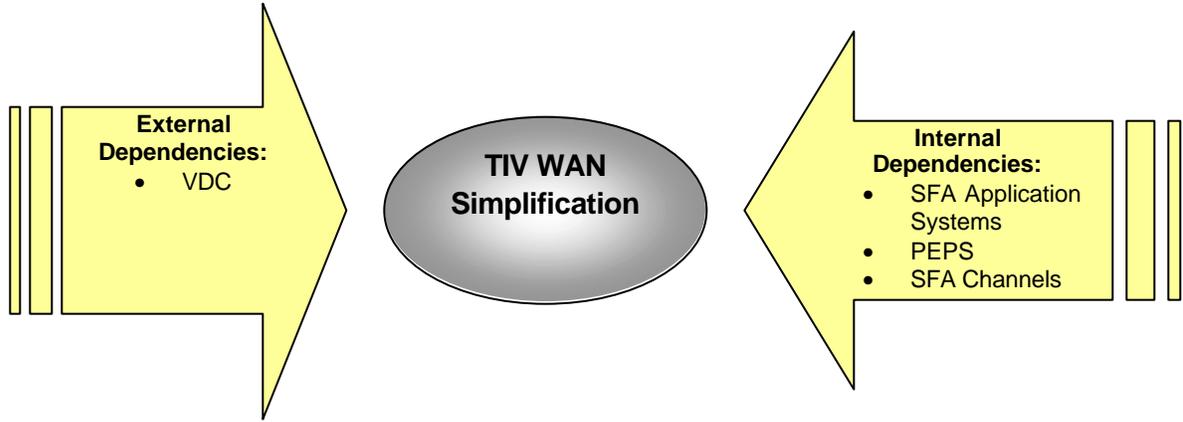
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Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • Elimination of kilo-character costs to SFA and to end-user 	Deliver business case by 12/20/2000	Business Case delivered
<ul style="list-style-type: none"> • Elimination of the conferences product in TIVWAN 	Deliver business case by 12/31/2000	Business Case delivered
<ul style="list-style-type: none"> • Eliminate phone calls from TIVWAN contract 	Deliver business case by 12/31/2000	Business Case delivered
<ul style="list-style-type: none"> • Reduction in the number of web sites maintained by SFA; reduction in complexity for end users in identifying where to go to get software and/or documentation 	Deliver business case by 1/5/2001	Business Case delivered
<ul style="list-style-type: none"> • Elimination of the TIVWAN billing system 	Deliver business case by 1/22/2001	Business Case delivered
<ul style="list-style-type: none"> • Elimination of redundant participation management systems 	Deliver business case by 2/1/2001	Business Case delivered
<ul style="list-style-type: none"> • Elimination of the on-line query system in TIVWAN 	Deliver business case by 2/1/2001	Business Case delivered
<ul style="list-style-type: none"> • Elimination of the 799 Reporting product in TIVWAN 	Deliver business case by 4/15/2001	Business Case delivered
<ul style="list-style-type: none"> • Plan for future of SFA data communications 	Deliver business case by 4/15/2001	Business Case delivered

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Interdependencies

The successful implementation of TIV WAN is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of ?????? and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Determine what it will take to move SFA's data transmissions to the Internet 	All SFA Application Systems and the VDC	All the current SFA application systems which currently transfer data over the WAN will need to make changes in their systems to switch from the current VAN to the Internet. The VDC will also need to make changes.
<ul style="list-style-type: none"> Determine the best contract vehicle to manage user support calls currently managed by the Title IV WAN contract 	Students Channel Schools Channel	The existing contract selected for absorbing these calls will need to be modified to absorb Title IV WAN customer service calls.
<ul style="list-style-type: none"> Determine the best contract vehicle for SFA Participant Management functions currently managed by the Title IV WAN contract 	PEPS Schools Channel Students Channel Financial Partners Channel CIO	This team's efforts will need to be coordinated with the work being done on the PEPS IPT and the EID IPT.
<ul style="list-style-type: none"> Determine the best contract vehicle for distribution of SFA products currently distributed via the Title IV WAN contract 	Schools Channel	This team's efforts will likely need to be coordinated with the work being done on the School Portal.
<ul style="list-style-type: none"> Determine steps necessary to tombstone the Title IV WAN Billing system 	CFO	Need to identify all costs that will be transferred to SFA
<ul style="list-style-type: none"> Determine the best contract vehicle for on-line query functions currently managed by the Title IV WAN contract 	CIO	Need to identify needs of users for querying functionality.

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Integrated Sequencing Plan

<ul style="list-style-type: none">Determine the best solution for management of the SFA conferences currently managed under the Title IV WAN contract	Schools Channel	Need to coordinate to determine how schools channel wants to manage these conferences
<ul style="list-style-type: none">Determine the best solution for management of the 799 Reporting currently managed under the Title IV WAN contract	Financial Partners Channel	Need to determine needs to financial partners' constituents

Financial Partners Channel

Financial Partners Channel: Financial Partners Process Reengineering *FFEL System Retirement*

BC-FY01-13

Purpose

The initial purpose of this project is to assess the opportunities and requirements for replacing some or all components of the FFEL system, including identifying specific target systems/processes for supporting existing FFEL system functionality. The ultimate purpose of the project is to position the Financial Partners Channel to discontinue the use of the FFEL system when the current FFEL maintenance contract expires.

As one of SFA's major legacy systems, the FFEL system contains information that is used by many other areas within SFA, the Department of Education, and external groups. As new systems are implemented, such as the Financial Management System (FMS), and some of the functionality from the FFEL system is absorbed by the new systems, this functionality must be removed from the FFEL system. In addition, information that was transferred between the FFEL system and personnel or other systems will need to be re-evaluated to determine the most appropriate source/target for that information. Once the analysis of the FFEL system is completed, the recommended solution(s) will then be implemented.

The key effects of the FFEL System Retirement project will be to increase efficiency by reducing the manual effort of maintaining duplicate data and eliminating redundant systems.

Implementation

The efforts involved with the FFEL System Retirement project will need to be coordinated with other initiatives within the Financial Partners Channel as well as other Channels within SFA. Some areas in which coordination will be required include: FMS Phase III, the re-design of Lender Payment Processing, and the Financial Partners Data Mart. The project will be divided into two phases. A brief description and timeframe for each phase is summarized below:

Phase I is the Analysis and Design phase and is scheduled to begin in November 2000 and complete in March 2001. The purpose of the Analysis and Design phase is to assess the opportunities and requirements for replacing some or all components of the FFEL system, including identifying specific target systems/processes for supporting existing FFEL system functionality. In addition, system interfaces that use the FFEL system as a source or target for information will be assessed to determine whether or not the interface will continue to be required. If the interface will still be required, then the correct source and target systems will be determined.

Phase II is the Development and Implementation phase and is scheduled to begin in April 2001 and complete in December 2001. This completion date coincides with the end date of the current 15-month extension of the FFEL maintenance contract. The purpose of the Development and Implementation phase is to implement the recommended and approved solution(s) from the Analysis and Design phase.

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The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Dates
Phase I - Analysis and Design	<ul style="list-style-type: none"> • Establishment of IPT • System Analysis • Summary of Benefits and Costs for Retiring the FFEL System • Schedule for FFEL System Retirement 	<ul style="list-style-type: none"> • December 2000 • January 2001 • February 2001 • March 2001
Phase II - Development and Implementation	<ul style="list-style-type: none"> • Implemented FFEL functionality in identified target systems • Historical FFEL data accessible • Termination of FFEL Maintenance contract at contract end 	<ul style="list-style-type: none"> • November 2001 • November 2001 • December 2001

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Business Capabilities and Project Goals

The capabilities that the FFEL System Retirement project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how the FFEL System Retirement project will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
Replace an old legacy system by moving necessary functionality to more modern and user friendly systems	Eliminates the maintenance and operational support on a technically outdated legacy system	<ul style="list-style-type: none"> • Lower Unit Cost • Increased Employee Satisfaction
	Eliminates redundant and outdated functionality that is no longer applicable to needed tasks	<ul style="list-style-type: none"> • Lower Unit Cost • Increased Employee Satisfaction
	Provides more efficient access to information contained in the more modern systems	<ul style="list-style-type: none"> • Increased Customer Satisfaction • Increased Employee Satisfaction
	Reduces the manual involvement required to processing financial transactions	<ul style="list-style-type: none"> • Lower unit Cost • Increased Employee Satisfaction

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Project Performance Plan and Measures

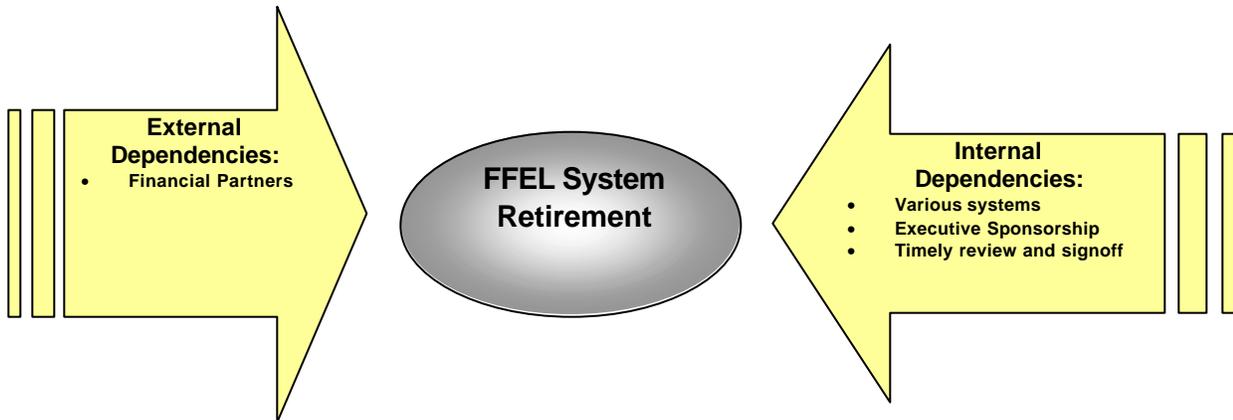
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
Eliminates the maintenance and operational support on an technically outdated legacy system	Reduce the time expended for FFEL system maintenance by 100% ; Reduce the net cost of FFEL system maintenance by 75% over 3 years	Compare the modification and operating cost of hosting the FFEL system functionality on new systems to the “projected” cost of the FFEL maintenance contract for the next 3 years; Conduct Employee Satisfaction survey twice a year
Eliminates redundant and outdated functionality that is no longer applicable to needed tasks	Reduce the time expended on maintaining redundant and outdated functionality for the FFEL system by 100% by 1/02	Track the number of hours spent maintaining FFEL systems for the year (1/02 to 12/02); Conduct Employee Satisfaction survey twice a year

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Interdependencies

The successful implementation of the FFEL System Retirement project is dependent on two broad areas: external dependencies, which include the ability to support various partners (GAs, Lenders, Servicers), and internal dependencies, which include the ability to transfer functionality to other existing or planned systems within SFA and to continue to provide information to other systems and personnel through appropriate interfaces. In addition, the project is dependent upon executive sponsorship, timely review and signoff of material, the ability to acquire budget, staff, and resources to complete the work effort.



Technical dependencies are listed below:

Capability	Dependent System/Group	Technical Dependency
Replace an old legacy system by moving necessary functionality to more modern and user friendly systems	<p>Systems:</p> <ul style="list-style-type: none"> SFA – FMS, PEPS, NSLDS, PIC, DL-Origination, DL-Servicing, DL-Consolidation, ECMC, EDCAPS, etc. <p>Groups:</p> <ul style="list-style-type: none"> Lenders Community, School Community, Servicer Community, GA Community, Contract Collection Agencies, Employers under AWG, Credit Bureaus, Federal Agencies (IRS, DOJ, Treasury FMS, HHS, OPM, DOD, USPS), etc. <p>Operations:</p> <ul style="list-style-type: none"> The VDC 	<ul style="list-style-type: none"> Ability of other systems to be modified to accept new/revise functionality Ability of other systems to be modified to send/accept information from a potentially different source/target system

Financial Partners Channel: Enabling Technology for Financial Partners *Financial Partners Data Mart*

BC-FY01-02

Purpose

The FP Data Mart is the infrastructure/system that will provide customer information for employees and partners. The FP Data Mart will ultimately be the main source of consolidated customer information that will support several key business areas within the Channel.

The purpose of the complete Data Mart initiative is to provide executive/summary information and decision support capabilities around several key business functions which include Risk Management, Customer Relationship Management, Compliance Management, and Portfolio Management. The FP Channel is responsible for both current and retired loan programs and as such is under customer and program obligation to ensure the capture and comparative ability of all programs. By collecting information from several sources into a central location, personnel in the Channel as well as external partners will be able to more efficiently identify areas in which each party may assist the other while improving the support for students within the Federal Family Education Loan Program.

In order to realize interim and immediate benefits prior to implementation of the complete Financial Partners Data Mart, a phased development approach will be used. It is currently anticipated that the Data Mart will be developed in four phases.

Implementation

The efforts involved with the Data Mart project will need to be coordinated with other initiatives within the Financial Partners Channel as well as other Channels within SFA. Some areas in which coordination will be required include: FMS Phase II and III, FFEL Retirement, Data Warehousing, and Redesign of Lender Payment Processing. While a variety of systems will ultimately be source systems for the data mart, the first two phases of this initiative will limit the number of source systems to those existing systems that were previously determined to provide a major impact for risk management, customer relationship management, compliance management, and portfolio management.

The project will be divided into four phases. A brief description and the timeframe for each phase is summarized below:

Phase I of the overall Data Mart initiative is planned to begin in November 2000 and complete in June 2001. The scope of this phase will establish the data mart infrastructure within the Channel and will provide initial Customer Relationship Management, Compliance Management, Portfolio Management, and Risk Management functionality related to the thirty-six Guaranty Agencies. Information from FFEL, FMS, NSLDS, and PEPS will be extracted, transformed as required, and loaded into the data mart. This will occur on a periodic basis as determined by customer or business defined requirements. Various reporting (i.e.: the relationships between GAs, Lenders, and Servicers; identification of 'top' GAs; the Risk Scorecard) will be developed to support some of the analytic processing that is required. Analytic reporting includes 'what-if' analysis, trending, and benchmarking in areas related to the operations, default management, loan servicing, financial information, and regulatory requirements of the Guaranty Agencies.

Phase II of the Data Mart initiative is planned to begin in July 2001 and complete in January 2002.

The scope for this phase will be comparable to Phase I in some respects and follow the identical

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development processes; however, it will provide initial Customer Relationship Management, Compliance Management, Portfolio Management, and Risk Management functionality related to approximately four thousand Lenders.

Phase III of the Data Mart initiative is currently planned to begin in January 2002 and complete in August 2002. The scope of this phase is yet to be determined but may include additional functionality related to Customer Relationship Management and Compliance Management.

Phase IV of the Data Mart initiative is currently planned to begin in August 2002 and complete in February 2003. The scope of this phase is yet to be determined but may include additional functionality related to Portfolio Management in support of Financial Partners business processes.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I – Guaranty Agencies	<ul style="list-style-type: none"> • Functional Requirements and Data Model • Detail Design (includes mapping and transformation) • Training Plan • Deployment 	<ul style="list-style-type: none"> • January 2001 • March 2001 • May 2001 • June 2001
Phase II – Lenders	<ul style="list-style-type: none"> • Functional Requirements and Data Model • Detail Design (includes mapping and transformation) • Training Plan • Deployment 	<ul style="list-style-type: none"> • September 2001 • November 2001 • December 2001 • January 2002
Phase III – TBD (possibly Customer Relationship Management and Compliance Management)	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD
Phase IV – TBD (possibly Portfolio Management)	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD

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Business Capabilities and Project Goals

The capabilities that the Data Mart will deliver tie directly to SFA's overall goals of increased customer satisfaction, reduced unit costs, and increased employee satisfaction. The table below illustrates how the Data Mart will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
Automated comparison of information between different source systems	Reduced manual effort (hours) required to conduct financial analysis and desk reviews	<ul style="list-style-type: none"> • Lower Unit Cost
Availability of more thorough analytics including 'what-if', trending, and benchmarking	Proactive identification of potential financial risks to SFA by leveraging the analytical power of the Data Mart architecture and design	<ul style="list-style-type: none"> • Lower Unit Cost
Single system which contains information to support several key business functions	Improved coordination/communication between HQ and the regions by using a common system	<ul style="list-style-type: none"> • Lower Unit Cost • Increased Employee Satisfaction
Appropriate access to the Data Mart by external partners and Channel employees	External partners and Channel employees can readily identify areas in which technical assistance is required	<ul style="list-style-type: none"> • Increased Employee Satisfaction • Increased Customer Satisfaction
Identification of information which is inconsistent between systems	Facilitates identification of inconsistent information which is the initial step in resolving the inconsistency	<ul style="list-style-type: none"> • Lower Unit Cost • Increased Employee Satisfaction • Increased Customer Satisfaction

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Project Performance Plan and Measures

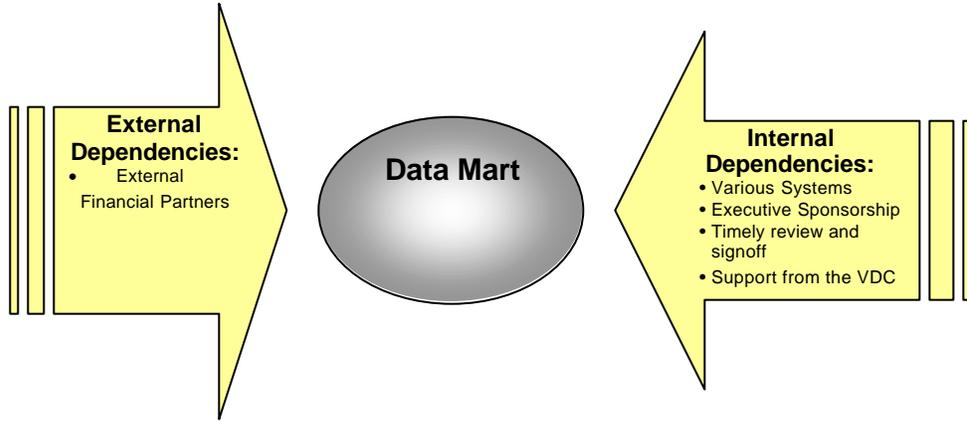
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
Reduced manual effort required to conduct financial analysis and desk reviews	Lower time to conduct preplanning and desk reviews by 80% over 3 years; Lower time to conduct financial analysis by 20% over 3 years	Track the number of hours spent preplanning and conducting desk reviews and financial analysis for the past 2.5 years (7/98 to 12/00) and for the next 3 years beginning 7/01
Proactive identification of potential financial risks to SFA by leveraging the analytical power of the Data Mart architecture and design	Identify potential risks within an elapsed time of 6 months	Track the time elapsed between the actual incident and the recognition/identification of the problem
Improved coordination/communication between HQ and the regions by using a common system	Reduce number of extracts requiring development by the contractor; Increase employee satisfaction by 10% in areas related to communication	Number of extracts requiring development by the contractor during the past 3 years (7/97 to 7/00) and for the period from 7/01 to 7/03; Conduct Employee Satisfaction survey twice a year
External partners and Channel employees can readily identify areas in which technical assistance is required	Increase requests for technical assistance by 5% over the next 3 years	Conduct Employee Satisfaction survey twice a year; Conduct Customer Satisfaction survey twice a year
Facilitates identification of inconsistent information which is the initial step in resolving the inconsistency	Decreased situations of inconsistencies of information by 5% over the next 3 years	Track the number of identified incidents of inconsistent information between NSLDS, FFEL, FMS, PEPS (and determine the cause) over the next 3 years; Conduct Employee Satisfaction survey twice a year; Conduct Customer Satisfaction survey twice a year

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Interdependencies

The successful implementation of Data Mart is dependent on two broad areas: external dependencies, which include the external financial partners and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
Automated Comparison of information between different source systems	<ul style="list-style-type: none"> FMS (phase II and III), FFEL (including FFEL Retirement initiative), NSLDS, PEPS, Redesign of Lender Payment Processing Initiative The VDC 	<ul style="list-style-type: none"> Availability/access to and technical information on source systems Establishment of the development, testing, and production technical environments and all necessary connectivity
Availability of more thorough analytics including 'what-if', trending, and benchmarking	<ul style="list-style-type: none"> FMS (phase II and III), FFEL (including FFEL Retirement initiative), NSLDS, PEPS, Redesign of Lender Payment Processing Initiative The VDC 	<ul style="list-style-type: none"> Availability/access to and technical information on source systems Establishment of the development, testing, and production technical environments and all necessary connectivity
Single system which contains information to support several key business functions	<ul style="list-style-type: none"> FMS (phase II and III), FFEL (including FFEL Retirement initiative), NSLDS, PEPS, Redesign of Lender Payment Processing Initiative The VDC 	<ul style="list-style-type: none"> Availability/access to and technical information on source systems Establishment of the development, testing, and production technical environments and all necessary connectivity
Appropriate access to the Data Mart by external partners and Channel employees	<ul style="list-style-type: none"> Web Portal 	<ul style="list-style-type: none"> External partners will access information from the data mart via the web

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	<ul style="list-style-type: none">• The VDC	<ul style="list-style-type: none">• Appropriate security and access are established
Identification of information which is inconsistent between systems	<ul style="list-style-type: none">• FMS, FFEL, NSLDS, PEPS	<ul style="list-style-type: none">• Access to information in the source systems



Financial Partners: Enabling Technology for Financial Partners Initiative *Financial Partners Web Portal*

Purpose

The purpose of the initiative is to identify, design, and develop the Financial Partners specific portions of the SFA web portal. By positioning the Financial Partners' information within the SFA portal, a common infrastructure and strategy may be used. This approach will enhance SFA's image and its web presence. The initiative will provide an integrated forum within which internal and external partners of the Financial Partners channel will exchange data needs, business methodologies and information.

Implementation

The efforts involved with the Web Portal project will need to be coordinated with other initiatives within the Financial Partners Channel as well as other Channels within SFA. Some areas in which coordination will be required include: FMS Phase II and III, FP Data Mart, CIO Web Portal Strategy, and eDocument Management System. The project will be divided into two phases. A brief description and the timeframe for each phase is summarized below:

The Analysis and Design phase is planned to begin in January 2001 and complete in April 2001. The scope of this phase will determine Channel and external financial partners requirements for a web portal. This phase will seek the involvement of stakeholders and partners through focus groups to share business processes and technology as well as improved methods of data access necessary to meet the goals of the PBO.

The Development and Implementation phase is planned to begin in April 2001 and complete in September 2001. The scope of this phase will be to implement the Financial Partners portion of a SFA portal using the SFA infrastructure and strategy. This phase will begin development of Financial Partners specific information and processes for placement within the portal incorporating the valid and required portions of the existing Financial Partners website. Based upon customer and business requirements from the Analysis and Design phase, some information residing in some newer systems such as the FP Data Mart, the eDocument Management system, and FMS will become available via the portal (appropriate security will be enforced).

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Analysis and Design	<ul style="list-style-type: none"> • Conduct Focus Groups • Functional Requirements • Detail Design 	<ul style="list-style-type: none"> • TBD • TBD
Development and Implementation	<ul style="list-style-type: none"> • Detail Design • Access Data Residing in Existing Systems • Process Transactions • Training Plan • Deployment 	<ul style="list-style-type: none"> • TBD • TBD • TBD • TBD • TBD

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that the Web Portal will deliver tie directly to SFA's overall goals of increased customer satisfaction, reduced unit costs, and increased employee satisfaction. The table below illustrates how the Web Portal will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
Web-enabled transaction processing	<ul style="list-style-type: none"> • Reduced manual effort as more FP transactions are processed electronically 	<ul style="list-style-type: none"> • Lower Unit Cost
Increased quantity and timeliness of information available via the web	<ul style="list-style-type: none"> • Reduced FP employee time to respond to customer inquiries as more information is readily available to the partners • External financial partners have greater access to information (i.e.: information contained within systems such as the FP Data Mart, the eDocument Management system, FMS, etc.) • External financial partners spend less time and cost in their associations with SFA • External financial partners receive more timely, consistent, and complete responses to their inquiries 	<ul style="list-style-type: none"> • Lower Unit Cost • Increased Customer Satisfaction • Increased Customer Satisfaction • Increased Customer Satisfaction and Increased Employee Satisfaction
Decreased elapsed time (from start to closure) for performance reviews and audits	<ul style="list-style-type: none"> • More timely closure of partner performance reviews and audits 	<ul style="list-style-type: none"> • Lower Unit Cost, Increased Customer Satisfaction and Increased Employee Satisfaction

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

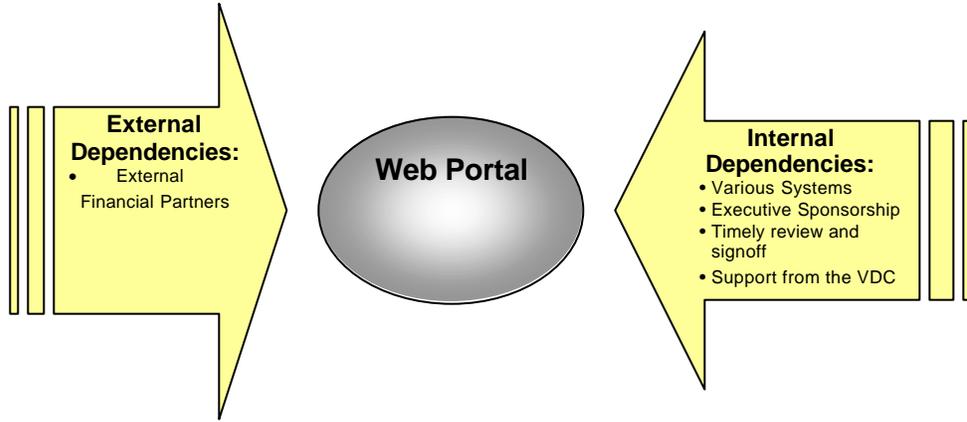
Benefit	Performance Goals	Performance Metric & Plan
Reduced manual effort as more FP transactions are processed electronically	Reduce manual effort (hours) to process transactions by 10% over 3 years	Track the number of hours spent processing transactions for the next 3 years beginning 9/01
Reduced FP employee time to respond to customer inquiries as more information is readily available to the partners	Reduce manual effort (hours) to respond to customer inquiries by 40%	Track the number of hours spent on responding to customer inquiries beginning 12/00 and for the next 3 years
External financial partners have greater access to information (i.e.: information contained within systems such as the FP Data Mart, the eDocument Management system, FMS, etc.)	Increase the number of 'hits' (and understanding of what portions were accessed) on the portal verses the current webpage (a subpage under the main Education web site) by 80%	Track the number of 'hits' on the current webpage for starting with 1/00 and track the number the 'hits' on the portal (and understanding what portions of the portal were accessed) for the next 3 years beginning 10/01; Conduct Customer Satisfaction Survey twice a year
External financial partners spend less time and cost in their associations with SFA	Lower the time that the customers spend in their associations (i.e.: communications, completing forms, searching for information, etc.) with SFA by 15%	Request this information from the customers on Customer Satisfaction Surveys on twice a year
External financial partners receive more timely, correct, and complete responses to their inquiries	Lower the number of times that the customers need to contact SFA for answers to a specific request by 15%	Track the number of inquiries completely addressed on the first contact (i.e.: through the portal, email, phone, etc.) beginning 10/00 and for the next 3 years; Track the number of contacts that are required to completely address the inquiry beginning 10/00 and for the next 3 years; Track the number of customer comments/complaints/compliments received beginning 10/00 and for the next 3 years; Conduct Employee Satisfaction Surveys on twice a year
More timely closure of partner performance reviews and audits	Reduce elapsed time from initiation of review/audit through closure by 15%	Track the number of hours to complete reviews and audits and track the start date and closure date beginning 1/01 and for the next 3 years; Conduct Employee Satisfaction Surveys on twice a year

SFA – Modernization Partner
Integrated Sequencing Plan

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Integrated Sequencing Plan

Interdependencies

The successful implementation of Web Portal is dependent on two broad areas: external dependencies, which include the external financial partners and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
Web-enabled transaction processing	<ul style="list-style-type: none"> FMS, FP Data Mart, CIO Web Portal Strategy, and eDocument Management System The VDC 	<ul style="list-style-type: none"> Availability/access to and technical information on source systems Establishment of the development, testing, and production technical environments and all necessary connectivity
Increased quantity and timeliness of information available via the web	<ul style="list-style-type: none"> FMS, FP Data Mart, CIO Web Portal Strategy, and eDocument Management System The VDC 	<ul style="list-style-type: none"> Availability/access to and technical information on source systems Establishment of the development, testing, and production technical environments and all necessary connectivity
Decreased elapsed time (from start to closure) for performance reviews and audits	<ul style="list-style-type: none"> FMS, FP Data Mart, CIO Web Portal Strategy, and eDocument Management System The VDC 	<ul style="list-style-type: none"> Availability/access to and technical information on source systems Establishment of the development, testing, and production technical environments and all necessary connectivity

Financial Partners: Enhanced Monitoring of Financial Partners *Risk Modeling – GA Implementation*

Purpose

The purpose of this project is to establish the infrastructure to support risk modeling functions as well as implement initial requirements to support guaranty agencies. Establishing a risk assessment/risk modeling solution for GAs will increase efficiencies in determining the level of risk for each GA in terms of its operation, default management, loan servicing, financial information, and regulatory requirements. By proactively analyzing information, SFA will be able to more effectively and timely address areas of concern thus minimizing the effect on the Federal Family Education Loan Program.

Implementation

The efforts involved with the Risk Modeling – GA Implementation project will need to be coordinated with other initiatives within the Financial Partners Channel as well as other Channels within SFA. Some areas in which coordination will be required include: FMS Phase II and III, FFEL Retirement, FP Data Mart, and the FP Web Portal. The project will be divided into two phases. A brief description and the timeframe for each phase is summarized below:

Analysis and Design: This phase of the Risk Modeling initiative is planned to begin in November 2000 and complete in February 2001. The scope of this phase will be to build upon the requirements identified in the Risk Modeling Conceptual Design document. It will also involve identifying a potential Commercial Off The Shelf (COTS) solution or another approach (such as the planned FP Data Mart initiative) to support the functional requirements and be cost effective for the Channel.

Development and Implementation: This phase of the Risk Modeling initiative is planned to begin in March 2001 and complete in June 2001. The scope of this phase will be to implement the solution identified in the Analysis and Design phase. If the recommended solution is to use the FP Data Mart, then any requirements identified within the Analysis and Design phase that are not already incorporated within Phase I of the Data Mart initiative will be addressed in subsequent phases of the Data Mart initiative.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Analysis and Design	<ul style="list-style-type: none">• Requirement and Evaluation Criteria• Vendor Recommendation Report• Solution Enhancements	<ul style="list-style-type: none">• December 2000• January 2001• February 2001
Development and Implementation	<ul style="list-style-type: none">• To Be Determined - based upon outcome of Analysis and Design phase	<ul style="list-style-type: none">• To Be Determined

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that the Risk Modeling – GA Implementation project will deliver tie directly to SFA's overall goals of increased customer satisfaction, reduced unit costs, and increased employee satisfaction. The table below illustrates how the Risk Modeling – GA Implementation will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
Availability of more thorough analytics including 'what-if', trending, and benchmarking	<ul style="list-style-type: none"> • Reduced manual effort (hours) required to conduct financial analysis • Proactive identification of potential financial risks to SFA by leveraging the analytical power of the risk assessment solution 	<ul style="list-style-type: none"> • Lower Unit Cost
Single system which contains information to support risk assessment	Improved coordination/ communication between DC and the regions by using a common system	<ul style="list-style-type: none"> • Lower Unit Cost • Increased Employee Satisfaction
External partners and Channel employees have appropriate access to the risk assessment solution	External partners and Channel employees can more easily identify areas in which technical assistance is required	<ul style="list-style-type: none"> • Increased Employee Satisfaction • Increased Customer Satisfaction

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Project Performance Plan and Measures

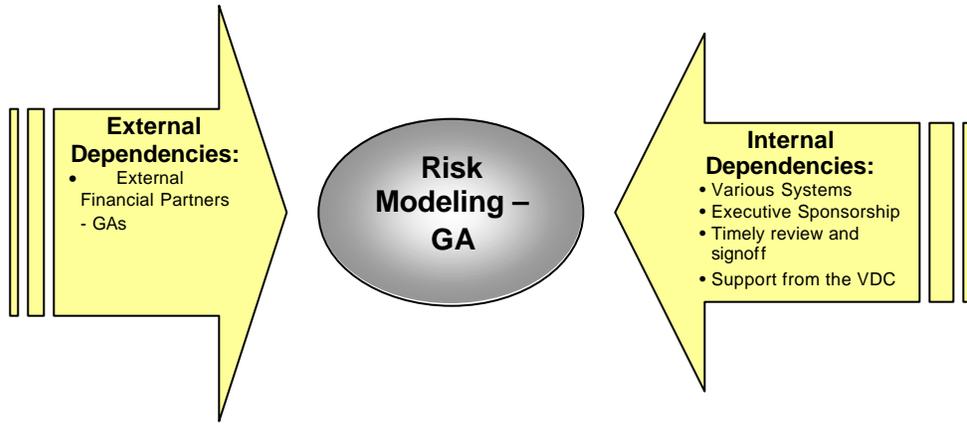
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
Reduced manual effort required to conduct financial analysis	Lower time to conduct financial analysis by 10% over 3 years	Track the number of hours spent conducting financial analysis for the past 2.5 years (7/98 to 12/00) and for the next 3 years beginning 7/01
Proactive identification of potential financial risks to SFA by leveraging the analytical power of the implemented solution	Identify potential risks within an elapsed time of 6 months	Track the time elapsed between the actual incident and the recognition/identification of the problem
Improved coordination/communication between HQ and the regions by using a common system	Reduce number of extracts requiring development by the contractor; Increase employee satisfaction by 5% in areas related to communication	Number of extracts requiring development by the contractor during the past 3 years (7/97 to 7/00) and for the next 3 years beginning 7/01; Conduct Employee Satisfaction survey twice a year
External partners and Channel employees can more easily identify areas in which technical assistance is required	Increase requests for technical assistance by 5% over the next 3 years	Conduct Employee Satisfaction survey twice a year; Conduct Customer Satisfaction survey twice a year

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of Risk Modeling – GA Implementation project is dependent on two broad areas: external dependencies, which include the external financial partners and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
Availability of more thorough analytics including 'what-if', trending, and benchmarking	<ul style="list-style-type: none"> FP Data Mart The VDC 	<ul style="list-style-type: none"> Availability/access to and technical information on source systems Establishment of the development, testing, and production technical environments and all necessary connectivity
Single system which contains information to support risk assessment	<ul style="list-style-type: none"> FP Data Mart The VDC 	<ul style="list-style-type: none"> Availability/access to and technical information on source systems Establishment of the development, testing, and production technical environments and all necessary connectivity
External partners and Channel employees have appropriate access to the risk assessment solution	<ul style="list-style-type: none"> Web Portal The VDC 	<ul style="list-style-type: none"> External partners – GAs will access information from the risk assessment solution via the web Appropriate security and access are established

Financial Partners: Financial Partners Process Reengineering *Risk Modeling – Lender Implementation*

Purpose

The purpose of this project is to support risk modeling functional requirements to support Lenders. Establishing a risk assessment/risk modeling solution for Lenders will increase efficiencies in determining the level of risk for each Lender in terms of its operation, default management, loan servicing, financial information, and regulatory requirements. By proactively analyzing information, SFA will be able to more effectively and timely address areas of concern thus minimizing the effect on the Federal Family Education Loan Program.

Implementation

The efforts involved with the Risk Modeling – Lender Implementation project will need to be coordinated with other initiatives within the Financial Partners Channel as well as other Channels within SFA. Some areas in which coordination will be required include: Risk Modeling – GA Implementation, FMS Phase III, FFEL Retirement, FP Data Mart, and the FP Web Portal. The project will be divided into two phases. A brief description and the timeframe for each phase is summarized below:

Analysis and Design: This phase of the Risk Modeling initiative is planned to begin in June 2001 and complete in August 2001. The scope of this phase will be to build upon the requirements identified in the Risk Modeling Conceptual Design document as well as from the Risk Modeling – GA Implementation project. It will also involve identifying any additional modifications required to the solution implemented in the Risk Modeling – GA Implementation project to now support the Lenders.

Development and Implementation: This phase of the Risk Modeling initiative is planned to begin in September 2001 and complete in January 2002. The scope of this phase will be to implement the changes to the solution implemented during the Risk Modeling – GA Implementation project and to implement the Lender functional requirements identified in the Analysis and Design phase.

If, during the Risk Modeling – GA Implementation Analysis and Design phase, it was determined that the planned FP Data Mart project was able to satisfy the risk assessment functional requirements to support the GAs, then a separate Risk Modeling solution for the GAs will not be implemented. As a result, any functional requirement to support Risk Modeling for Lenders also will be incorporated into subsequent phases of the Data Mart project and a separate Risk Modeling – Lender Implementation project will not be initiated.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Analysis and Design	<ul style="list-style-type: none">• Functional Requirements• Solution Enhancements	<ul style="list-style-type: none">• July 2001• August 2001
Development and Implementation	<ul style="list-style-type: none">• To Be Determined - based upon outcome of Analysis and Design phase	<ul style="list-style-type: none">• To Be Determined

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that the Risk Modeling – Lender Implementation project will deliver tie directly to SFA's overall goals of increased customer satisfaction, reduced unit costs, and increased employee satisfaction. The table below illustrates how the Risk Modeling – Lender Implementation will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
Availability of more thorough analytics including 'what-if', trending, and benchmarking	<ul style="list-style-type: none"> • Reduced manual effort (hours) required to conduct financial analysis • Proactive identification of potential financial risks to SFA by leveraging the analytical power of the risk assessment solution 	<ul style="list-style-type: none"> • Lower Unit Cost
Single system which contains information to support risk assessment	Improved coordination/ communication between DC and the regions by using a common system	<ul style="list-style-type: none"> • Lower Unit Cost • Increased Employee Satisfaction
External partners and Channel employees have appropriate access to the risk assessment solution	External partners and Channel employees can more easily identify areas in which technical assistance is required	<ul style="list-style-type: none"> • Increased Employee Satisfaction • Increased Customer Satisfaction

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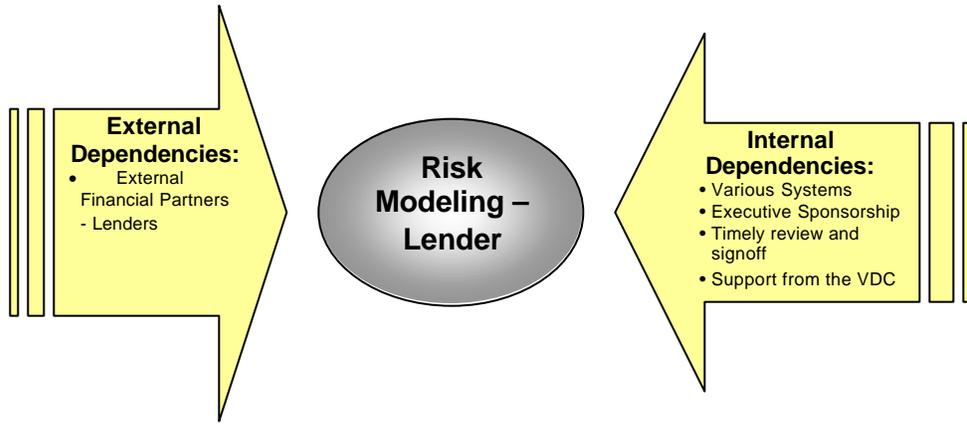
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
Reduced manual effort required to conduct financial analysis	Lower time to conduct financial analysis by 5% over 3 years	Track the number of hours spent conducting financial analysis for the past 2.5 years (7/99 to 12/01) and for the next 3 years beginning 2/02
Proactive identification of potential financial risks to SFA by leveraging the analytical power of the implemented solution	Identify potential risks within an elapsed time of 6 months	Track the time elapsed between the actual incident and the recognition/identification of the problem
Improved coordination/communication between HQ and the regions by using a common system	Reduce number of extracts requiring development by the contractor; Increase employee satisfaction by 5% in areas related to communication	Number of extracts requiring development by the contractor during the past 3 years (11/98 to 11/01) and for the next 3 years beginning 2/02; Conduct Employee Satisfaction survey twice a year
External partners and Channel employees can more easily identify areas in which technical assistance is required	Increase requests for technical assistance by 5% over the next 3 years	Conduct Employee Satisfaction survey twice a year; Conduct Customer Satisfaction survey twice a year

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of Risk Modeling – Lender Implementation project is dependent on two broad areas: external dependencies, which include the external financial partners and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
Availability of more thorough analytics including 'what-if', trending, and benchmarking	<ul style="list-style-type: none"> • Risk Modeling – GA • FP Data Mart 	<ul style="list-style-type: none"> • Availability/access to and technical information on source systems
Single system which contains information to support risk assessment	<ul style="list-style-type: none"> • Risk Modeling - GA • FP Data Mart 	<ul style="list-style-type: none"> • Availability/access to and technical information on source systems
External partners and Channel employees have appropriate access to the risk assessment solution	<ul style="list-style-type: none"> • Web Portal • The VDC 	<ul style="list-style-type: none"> • External partners – Lenders will access information from the risk assessment solution via the web • Appropriate security and access are established

Financial Partners: Financial Partners Transformation Transformation Management

BC-FY01-10

Purpose

The purpose of this project is to empower the FP Channel to simultaneously become more responsive to customers and increase employee satisfaction.

This project will seek to accomplish the following:

- Provide a disciplined approach for managing large scale change within the Financial Partners Channel.
- Assess the impact of the change on the FP Channel and define an approach for managing it.
- Involve employees in understanding and embracing the FP Mission and Vision such that employees possess a clear sense of the FP Channel's purpose and direction.
- Leverage enterprise-wide tools and methodologies to implement employee programs within the FP Channel such as Metrics and Measurements, Performance Development, Incentives and Rewards, and Skills Development.
- Provide appropriate, timely and streamlined information to all stakeholders within the FP Transformation.
- Train employees with the necessary knowledge and skills to be successful in the Transformation.

Implementation

Implementation of Financial Partners Transformation Management will affect three user groups:

- Financial Partners (GAs, Lenders, State Agencies, etc.)
- FP Channel employees
- SFA employees

The Financial Partners Transformation Management effort will be divided into two Phases. Phase I is planned to begin in November 2000 and complete in August 2001. Phase I consists of two stages:

Stage 1- This stage will continue the efforts of the Employee Development project. During this stage, the FP Channel leadership team will lay out the Change Journey for their Channel, including finalizing their Vision and sharing it within the organization. Measurements will be developed to measure the strategy's effectiveness. This stage will also involve creating employee teams to implement enterprise-wide initiatives sponsored by HR and others (i.e. Metrics and Measurements, Incentives and Recognition, etc.). As changes to systems and processes are being defined, this stage will keep all stakeholder groups informed through coordinated communications. Training needs will be defined and a course curriculum developed.

Stage 2 - During this stage, measurements will be implemented to monitor the FP Channel's progress towards achieving its Vision. Customer and employee satisfaction tools will be administered and analyzed to gather this feedback. Employee teams will implement their solutions, monitor their success and provide feedback to HR (or other sponsor). Communication materials will continue to be developed and disseminated, and training materials will be developed and delivered.

Phase II of the Transformation Management effort is planned to begin in September 2001 and complete in July 2002. This phase will continue to build upon the outcomes of Phase I.

SFA – Modernization Partner
Integrated Sequencing Plan

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I – Stage 1	<ul style="list-style-type: none"> • Change Journey, Vision and Mission defined by the FP Channel Leadership, accepted by Financial Partners community and tracked to measure progress. • Employee programs are identified, teams are assembled, and coordination begins with HR to plan rollout of the programs. • Training needs analysis is conducted to identify instructional support required based on changing/new systems, processes and service levels. 	March 2001
Phase I - Stage 1&2	<ul style="list-style-type: none"> • A communications strategy and plan are developed, and communications are disseminated to key FP Channel stakeholders. 	August 2001
Phase I – Stage 2	<ul style="list-style-type: none"> • Continuous improvement activities are conducted to ensure the Change Journey and Vision are meeting the needs of the FP Channel stakeholders. Measurements are implemented and tracked. • Employee teams implement solutions and monitor the success of their programs through the use of employee satisfaction assessments/surveys. Teams provide feedback to HR (or sponsoring organization) for continuous improvement. • Training is developed and delivered to impacted audiences. 	August 2001
Phase II	<ul style="list-style-type: none"> • To Be Determined based upon outcomes of Phase I 	TBD

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that the Transformation Management project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how Financial Partners Transformation Management will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
Strategic direction in line with overall SFA direction	Channel united by common purpose with FP Mission and Vision	<ul style="list-style-type: none"> • Improved Customer Satisfaction by organization focused on delivering outstanding customer service • Improved Employee Satisfaction by organization committed to common purpose
Employee programs focused on the critical needs of the FP Channel	Programs identified and implemented by employees that will improve the working environment within the FP Channel	<ul style="list-style-type: none"> • Improved Employee Satisfaction by programs designed to address their needs
Empowered and informed FP workforce	A better informed workforce is able to seek out, relay, and act upon accurate information in a timely manner, resulting in improved interactions with partners	<ul style="list-style-type: none"> • Improved Employee Satisfaction by empowering employees • Improved Customer Satisfaction due to timely, accurate, consistent information
Training to enable FP Channel employees with skills and knowledge to support the FP Transformation	Workforce trained with skills and knowledge to support the FP Transformation	<ul style="list-style-type: none"> • Improved Employee Satisfaction by equipping them with new skills • Improved Customer Satisfaction by decreased error rates, improved customer service due to training, etc. • Lower Unit Cost due to fewer error rates and more efficient work processes
Instilled discipline of continuous improvement	Organization that continues to refine itself to meet the needs of its partners and employees	<ul style="list-style-type: none"> • Improved Customer Satisfaction • Improved Employee Satisfaction

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefits	Performance Goals	Performance Metric & Plan
Channel united by common purpose with FP Mission and Vision	<ul style="list-style-type: none"> • Roll out FP Mission and Vision to all FP Channel Stakeholders (employees, partners, SFA) within 6 months • Increase employee satisfaction by 10% related to “sense of overall FP Channel strategy/direction” and “clear expectations for providing quality service to partners” • Increase customer satisfaction by 15% in areas related to understanding partners’ needs 	<ul style="list-style-type: none"> • Track the number of FP employees participating in Vision roll-out focus groups • Measure employee satisfaction through surveys/assessments (i.e. SFA Employee Satisfaction Survey) twice a year • Monitor customer satisfaction through surveys/studies (i.e. ACSI study) twice a year
Programs identified and implemented by employees that will improve the working environment within the FP Channel	<ul style="list-style-type: none"> • Assemble employee teams, coordinate with HR and map out implementation plan within 3 months • Increase employee satisfaction by 10% related to areas that programs address (i.e. Teamwork, Leadership, Empowerment) 	<ul style="list-style-type: none"> • Track the number of Employee programs implemented • Measure employee satisfaction through surveys/assessments (i.e. SFA Employee Satisfaction Survey) twice a year
A better informed workforce is able to seek out, relay, and act upon accurate information in a timely manner, resulting in improved interactions with partners	<ul style="list-style-type: none"> • Identify communication audiences, messages, and vehicles within 3 months • Increase employee satisfaction by 15% related to “receiving timely and accurate information” and “information flowing freely within organization” • Increase partner satisfaction by 10% related to information provided by SFA employees 	<ul style="list-style-type: none"> • Track the number of Communications messages released/distributed • Measure employee satisfaction through surveys/assessments (i.e. SFA Employee Satisfaction Survey) twice a year • Monitor customer satisfaction through surveys/studies (i.e. ACSI study) twice a year

SFA – Modernization Partner
Integrated Sequencing Plan

<p>Workforce trained with skills and knowledge to support the FP Transformation</p>	<ul style="list-style-type: none"> • Increase employee satisfaction by 10% related to “understanding partners’ business” and “utilizing new systems and processes to perform job functions” • Identify training needs, audiences, delivery vehicle(s), and training curriculum within 6 months • Develop and deliver training to all impacted audiences within 12 months • Increase partner satisfaction by 15% related to services and information delivered 	<ul style="list-style-type: none"> • Measure employee satisfaction through surveys/assessments (i.e. SFA Employee Satisfaction Survey) twice a year • Conduct training needs analysis on impacted audiences • Track the number of impacted employees trained • Measure customer satisfaction through surveys/studies (i.e. ACSI study) twice a year
<p>Organization that continues to refine itself to meet the needs of its partners and employees</p>	<ul style="list-style-type: none"> • Schedule quarterly review sessions to revisit Vision and review performance measures, employee satisfaction surveys, and customer satisfaction studies 	<ul style="list-style-type: none"> • Track the number of Visioning sessions conducted • Track the percent of variation in performance metrics, satisfaction surveys, and customer satisfaction studies

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

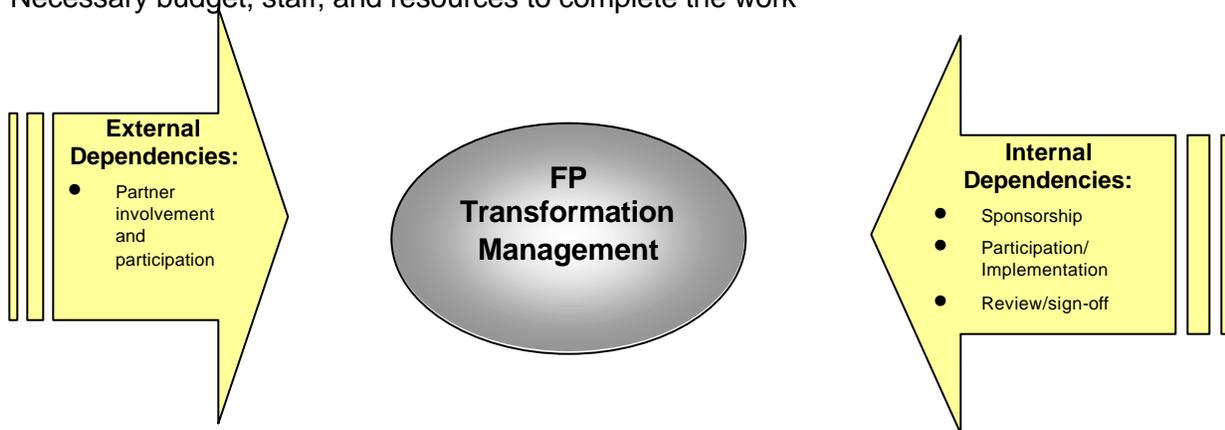
The successful completion of the FP Transformation Management project is dependent upon the following:

External Dependencies

- Participation and involvement from financial partners in providing feedback to designed solutions

Internal Dependencies

- Executive sponsorship from the Financial Partners Channel (i.e. GM and Directors)
- Participation and involvement from Financial Partners employees in designing and implementing these solutions
- Timely review and sign-off of materials
- Necessary budget, staff, and resources to complete the work



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
Empowered and informed FP workforce	<ul style="list-style-type: none"> • FP Web Portal (FP Intranet and Internet) 	<ul style="list-style-type: none"> • The Web Portal (intranet) will be leveraged to disseminate consistent communications to geographically disbursed audiences regarding Transformation initiatives • The Web Portal (internet) may also be leveraged to communicate with geographically disbursed customer (partner) audiences • This user interface may allow for two-way communications
Training to enable FP Channel employees with skills and knowledge to support the FP Transformation	<ul style="list-style-type: none"> • FP Web Portal (FP Intranet) 	<ul style="list-style-type: none"> • <i>The Web Portal (intranet) may be leveraged to disseminate training and instructional materials to geographically disbursed FP audiences. This type of training delivery can result in cost savings due to reduced instructor-led training time, travel time/expense, and training facilities costs.</i>

Financial Partners: Financial Partners Process Reengineering GA Payment Process Reengineering

Purpose

The purpose of this project is to identify, design, and implement enhancements to the GA Payment process and integrate it with the SFA Financial Management System (FMS). The project will involve implementing the enhancements to the SFA FMS extension system. The enhancements would likely be implemented by the SFA CFO channel in the same timeframe as FMS Phase III in 2001.

Strategic goals of this project are:

- Increase efficiencies in the receipt and processing of forms to enable faster payments to our guaranty agencies.
- Develop new products and processes in collaboration with our financial partners to migrate to web-based forms submission.
- Decrease the time FP employees spend on administrative activities.
- Make SFA's Financial Partners group "easier to do business with" (e.g., make it easier to transmit data/information to/from SFA).
- Develop partner-based relationships with GAs to enhance the current transactional-based relationships.

Implementation

The life-span for the projects is approximately 10 months and includes a 4 month Analysis and Design effort, and a 6 month Implementation and Delivery effort.

The Analysis and Design effort will focus on the following:

- Identifying and prioritizing any new enhancements that need to be developed
- Re-designing the GA payment process to incorporate the enhancements
- Developing an FP communications plan to keep GAs informed throughout the project effort
- Developing an FP training plan for the enhancements

The Implementation and Delivery effort will involve the following:

- Testing the re-designed enhancements to the GA payment process
- Assisting with the implementation planning effort
- Rolling-out the planned FP communications, internally and externally
- Delivering required training to the FP users
- Supporting the enhancement implementation effort in September/October 2001

Successful completion of the project will involve working closely with a GA focus group(s) and the FP employee transformation team to ensure that training, communications, and implementation is well-coordinated. The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Dates
Phase I – Analysis and Design	<ul style="list-style-type: none">• Functional Requirements• Detailed Design	<ul style="list-style-type: none">• February 2001• April 2001
Phase II – Implementation and Delivery	<ul style="list-style-type: none">• Development• Testing• Contingency Plan• Deployment (Training and Communications)	<ul style="list-style-type: none">• June 2001• July 2001• August 2001• August 2001• September 2001

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The enhanced capabilities that GA Payment Processing will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how GA Payment Processing will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objectives Effected
Field-level help in completing Form2000 forms	Increase the accuracy and consistency of financial data	<ul style="list-style-type: none"> • Increased Customer Satisfaction • Increased Employee Satisfaction
Digital approval method for GA transactional data acceptance to SFA accounting system	Increase efficiencies in the receipt and processing of forms to enable faster payments to the guaranty agencies	<ul style="list-style-type: none"> • Lower Unit Cost
Quick and automated access to customer payment data archived in FFEL	Improved and expanded delivery of services to external partners	<ul style="list-style-type: none"> • Increased Customer Satisfaction • Increased Employee Satisfaction
Integrated and automated Accounts Receivable billing within the GA payment and cash management functions	Improved cash management and reduced manual data entry	<ul style="list-style-type: none"> • Lower Unit Cost • Increased Employee Satisfaction

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

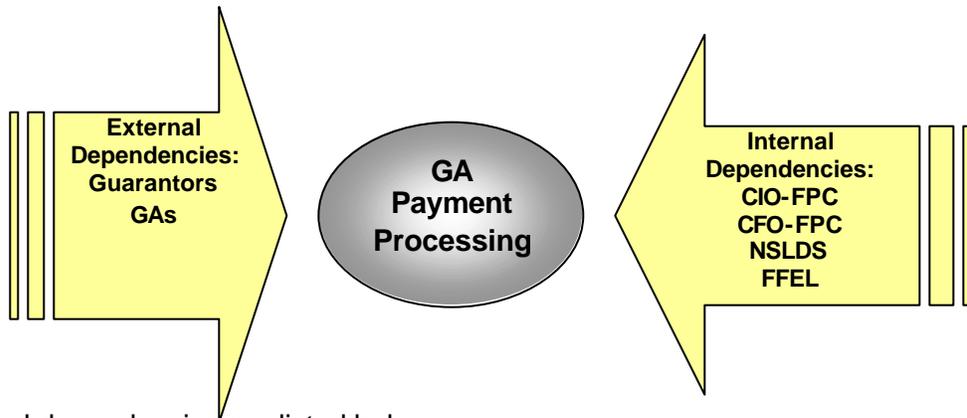
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric and Plan
Increase the accuracy and consistency of financial data	Reduce the number of inconsistencies in the financial data by 5% over 3 years Increase employee satisfaction by 5% over 3 years	Track the number of identified incidents of inconsistent financial data from GAs over the next 3 years; <i>Conduct Customer Satisfaction survey twice a year;</i> Conduct Employee Satisfaction survey twice a year
Increase efficiencies in the receipt and processing of forms to enable faster payments to the guaranty agencies	Lower the time to process submitted forms by 10% over 3 years; Lower the time to issue payment to the guaranty agencies by 10% over 3 years	Track the number of hours from receipt of form to issuance of payment for the past year (9/00 to 9/01) and for the next 3 years beginning 10/01
Improved and expanded delivery of services to external partners	Increase access frequency to information by 5% over 3 years; decrease search time by 5% over 3 years	<i>Conduct Customer Satisfaction survey twice a year;</i> Conduct Employee Satisfaction survey twice a year
Improved cash management and reduced manual data entry	Reduce the incidents of limited cash flow cycles by 5% over 3 years; Increase employee satisfaction by 5% over 3 years	Track the number of identified incidents over the next 3 years; Conduct Employee Satisfaction survey twice a year

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of GA Payment Process Reengineering is dependent on two broad areas: external dependencies, which include the external partners and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



Technical dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
Field-level help in completing Form2000 forms	Guaranty Agencies	Require minor adjustments to their systems to comply with new SFA technologies
Digital approval method for GA transactional data acceptance to SFA accounting system	FMS(phase III), FFEL (including FFEL System Retirement)	Require input to assure that the new functionality of the payment and reporting systems integrates with their new FMS system
Quick and automated access to customer payment data archived in FFEL	FMS(phase III), FFEL (including FFEL System Retirement)	Require input to assure that the new functionality of the payment and reporting systems integrates with their new FMS system
Integrated and automated Accounts Receivable billing within the GA payment and cash management functions	FMS(phase III), FFEL (including FFEL System Retirement)	Require input to assure that the new functionality of the payment and reporting systems integrates with their new FMS system

Financial Partners: Financial Partners Process Reengineering Lender Payment Process Reengineering

Purpose

The purpose of this project is to re-engineer the Lender Payment process and integrate it with the SFA Financial Management System (FMS). This will involve the development of requirements to migrate Lender payment processes to the SFA FMS extension system and to automate Lender Payment and Cash Management Functions. The reengineered Lender payment process will be implemented by the SFA CFO channel during FMS Phase III in 2001.

Strategic goals of this project are:

- Increase efficiencies in the receipt and processing of forms to enable faster payments to our lenders.
- Develop new products and processes in collaboration with our financial partners to migrate to web-based forms submission.
- Decrease the time FP employees spend on administrative activities.
- Make SFA's Financial Partners group "easier to do business with" (e.g., make it easier to transmit data/information to/from SFA).
- Develop partner-based relationships with Lenders and service providers to enhance the current transactional-based relationships.

Implementation

The life-span for the project is approximately 10 months and includes a 4 month Analysis and Design effort and a 6 month Implementation and Delivery effort.

The Analysis and Design effort will focus on the following:

- Develop business and functional requirements for the lender payment process
- Identifying and prioritizing any new 'processes' that need to be developed
- Re-designing the lender payment process
- Developing an FP communications plan in order to inform lenders throughout the project effort
- Developing an FP training plan

The Implementation and Delivery effort will involve the following:

- Testing the re-designed lender payment process
- Assisting with the implementation planning effort (includes determining the requirements if any data needs to be converted into the FMS system)
- Rolling-out the planned FP communications, internally and externally
- Delivering required training to the FP users
- Supporting the implementation effort in September/October 2001

Successful completion of the project will involve working closely with a lender focus group(s) and the FP employee transformation team to ensure that training, communications, and implementation is well-coordinated. The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Dates
Phase I – Analysis and Design	<ul style="list-style-type: none">• Functional Requirements• Detailed Design	<ul style="list-style-type: none">• February 2001• April 2001
Phase II – Implementation and Delivery	<ul style="list-style-type: none">• Development• Testing• Contingency Plan	<ul style="list-style-type: none">• June 2001• July 2001• August 2001

SFA – Modernization Partner
Integrated Sequencing Plan

	<ul style="list-style-type: none">• Deployment (Training and Communications)	<ul style="list-style-type: none">• September 2001
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SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that Lender Payment Processing will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how Lender Payment Processing will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objectives Effected
Field-level help in completing web-based forms	Increase the accuracy and consistency of financial data	<ul style="list-style-type: none"> • Increased Customer Satisfaction • Increased Employee Satisfaction
Automated recording of Lender transactional data to SFA accounting system	Increase efficiencies in the receipt and processing of forms to enable faster payments to the lenders	<ul style="list-style-type: none"> • Lower Unit Cost
Quick and automated access to customer payment data	Improved and expanded delivery of services to external partners	<ul style="list-style-type: none"> • Increased Customer Satisfaction • Increased Employee Satisfaction
Integrated and automated Lender payment and cash management functions	Improved cash management and reduced manual data entry	<ul style="list-style-type: none"> • Lower Unit Cost • Increased Employee Satisfaction

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

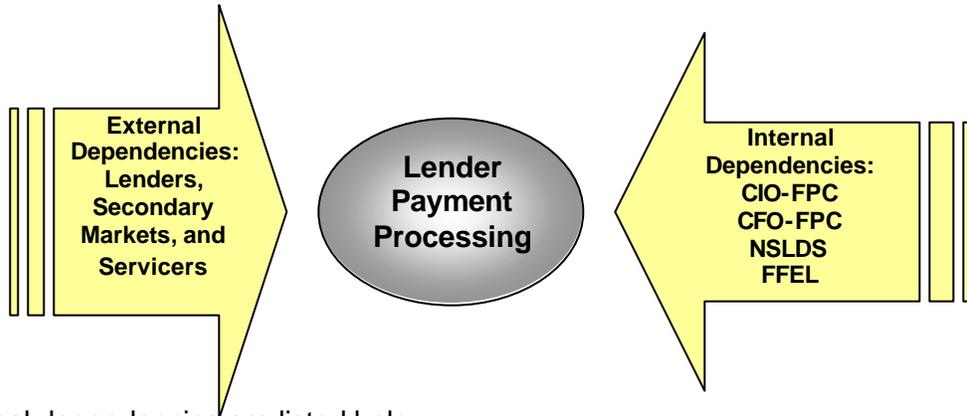
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric and Plan
Increase the accuracy and consistency of financial data	Reduce the number of inconsistencies in the financial data by 20% over 3 years Increase employee satisfaction by 10% over 3 years	Track the number of identified incidents of inconsistent financial data from Lenders over the next 3 years; <i>Conduct Customer Satisfaction survey twice a year;</i> Conduct Employee Satisfaction survey twice a year
Increase efficiencies in the receipt and processing of forms to enable faster payments to the lenders	Lower the time to process submitted forms by 20% over 3 years; Lower the time to issue payment to the lenders by 20% over 3 years	Track the number of hours from receipt of form to issuance of payment for the past year (9/00 to 9/01) and for the next 3 years beginning 10/01
Improved and expanded delivery of services to external partners	Increase access frequency to information by 20% over 3 years; decrease search time by 30% over 3 years	<i>Conduct Customer Satisfaction survey twice a year;</i> Conduct Employee Satisfaction survey twice a year
Improved cash management and reduced manual data entry	Reduce the incidents of limited cash flow cycles by 50% over 3 years; Increase employee satisfaction by 10% over 3 years in areas related to providing appropriate support tools	Track the number of identified incidents over the next 3 years; Conduct Employee Satisfaction survey twice a year
More timely identification of potential financial risks to SFA	Identify potential risks within a year	Track the period from the incident to the identification of the problem

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of Lender Payment Process Reengineering is dependent on two broad areas: external dependencies, which include the external partners and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



Technical dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
Field-level help in completing web-based forms	Lenders, Secondary Markets, and Servicers	Require minor adjustments to their systems to comply with new SFA technologies
Automated recording of lender transactional data to SFA accounting system	FMS(phase III), FFEL (including FFEL System Retirement)	Require input to assure that the new functionality of the payment and reporting systems integrates with the new FMS system
Quick and automated access to customer payment data	FMS(phase III), FFEL (including FFEL System Retirement)	Require input to assure that the new functionality of the payment and reporting systems integrates with the new FMS system
Integrated and automated lender payment and cash management functions	FMS(phase III), FFEL (including FFEL System Retirement)	Require input to assure that the new functionality of the payment and reporting systems integrates with the new FMS system

Enterprise-Wide Area

Enterprise-Wide: Modernization Partner PMO Modernization Partner Program Management Office

BC-FY01-15

Purpose

The Modernization Partner Program Management Office (PMO) seeks to provide comprehensive program management activities that encompass the efforts of the Program Management Office to focus on the overall business goals of the Modernization Program, while providing continuous guidance and comprehensive program management activities needed to support the delivery of SFA's targeted business capabilities. The PMO will provide oversight and planning of all Modernization projects and initiatives. The PMO will also provide consolidated measurement and performance of the SFA Modernization Program in the areas of:

- Cost
- Schedule
- Architecture
- Quality
- Risk
- Communications
- Resources
- Use of COTS
- Realization of benefits

The general overall goal of the PMO effort is to fulfill SFA's requirement for technological, managerial, and business expertise in the overall planning and execution of the Modernization Program in migration toward the fulfillment of the Modernization Blueprint.

Implementation

The Program Management Office effort will support the program management and planning, status reporting, integrated product teams, technical consulting and communications, coordination of resources and capital, efficient and timely implementation of programs, and the rapid realization of SFA performance goals and objectives.

The table below illustrates the major milestones of each phase and their respective dates:

Milestones	Milestone Dates
• PMO Start Date	• December 1, 2000
• PMO End Date	• November 30, 2001

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that the PMO effort will deliver tie directly to SFA's overall goals of increased customer satisfaction, reduced unit costs, and increased employee satisfaction. Part of this achievement will be due to the Modernization Partner/PMO effort operating as the single point of responsibility for all systems reengineering and integration. The table below illustrates how the PMO effort will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
Modernization Partner projects – reengineering and implementations.	Modernization will reduce costs by reengineering processes that are inefficient, implementing standards, eliminating redundant systems/data. Specific cost reductions are attributed at the project level.	<ul style="list-style-type: none"> • Lower Unit Cost
	Provide streamlined business processes.	<ul style="list-style-type: none"> • Increase Customer Satisfaction
	Improved communication methods.	<ul style="list-style-type: none"> • Increase Customer Satisfaction
	Provide streamlined business processes.	<ul style="list-style-type: none"> • Increase Employee Satisfaction
	Improved communication methods, more effective organizations	<ul style="list-style-type: none"> • Increase Employee Satisfaction

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

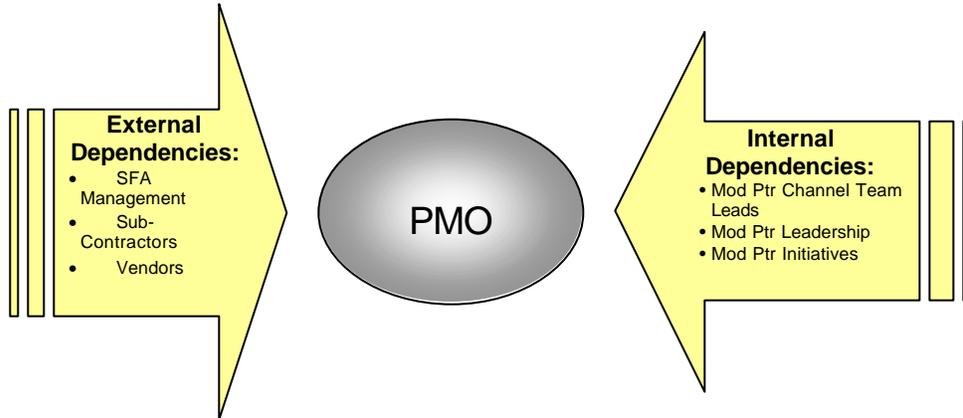
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
Modernization will reduce costs by reengineering processes that are inefficient, implementing standards, eliminating redundant systems/data. Specific cost reductions are attributed at the project level.	<ul style="list-style-type: none"> • Lower Unit Cost 	<ul style="list-style-type: none"> • Unit Cost Reductions will be assessed at the completion of each reengineering project within Modernization that is expected to reduce unit costs. (Not all individual projects are intended to reduce unit costs.) These projects are expected to be completed over a three-year period.
Provide streamlined business processes.	<ul style="list-style-type: none"> • Increase Customer Satisfaction 	<ul style="list-style-type: none"> • Customer satisfaction surveys will be conducted to determine the incremental benefits to be realized at the conclusion of each reengineering project.
Improved communication methods.	<ul style="list-style-type: none"> • Increase Customer Satisfaction 	<ul style="list-style-type: none"> • Customer satisfaction surveys will be conducted to determine the incremental benefits to be realized at the conclusion of each reengineering project.
Provide streamlined business processes.	<ul style="list-style-type: none"> • Increase Employee Satisfaction 	<ul style="list-style-type: none"> • Employee satisfaction surveys will be conducted to determine the incremental benefits to be realized at the conclusion of each reengineering project.
Improved communication methods, more effective organizations	<ul style="list-style-type: none"> • Increase Employee Satisfaction 	<ul style="list-style-type: none"> • Employee satisfaction surveys will be conducted to determine the incremental benefits to be realized at the conclusion of each reengineering project.

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful completion of the Modernization effort as supported by the PMO project is dependent on two broad areas: external dependencies, which include the external financial partners and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort. As the PMO effort encompasses all aspects of the Modernization enterprise, all Modernization initiatives and systems are impacted, including reengineering, organizational transformation, enterprise-wide technology initiatives, acquisition, and financial management.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
Reengineering	<ul style="list-style-type: none"> • Mod Ptr Channels • SFA Management • Mod Ptr Initiatives 	<ul style="list-style-type: none"> • A number of Modernization initiatives are or will be impacted by reengineering efforts.
Organization Transformation	<ul style="list-style-type: none"> • Mod Ptr Channels • SFA Management • Mod Ptr Initiatives 	<ul style="list-style-type: none"> • The transformation of the entire SFA organization via the Modernization effort will be contingent on the successful implementation of Modernization standards, procedures, and training efforts.
Enterprise-Wide Technology	<ul style="list-style-type: none"> • Mod Ptr Channels • Mod Ptr Initiatives 	<ul style="list-style-type: none"> • The implementation of enterprise-wide technology will impact all Modernization initiatives and channels in order to utilize common enterprise architectures
Acquisition	<ul style="list-style-type: none"> • Sub-contractors • Vendors • SFA Management 	<ul style="list-style-type: none"> • Modernization sub-contractors, vendors, and SFA Management all impact the acquisition strategies of the Modernization effort.
Financial Management	<ul style="list-style-type: none"> • Mod Ptr Leadership • Mod Ptr Channels • Mod Ptr Initiatives • SFA Management 	<ul style="list-style-type: none"> • Modernization sub-contractors, vendors, and SFA Management all impact the financial stability of the Modernization effort.

Enterprise-Wide: Cross-Channel Modernization Operations Structure *SFA Modernization Operations Structure*

Purpose

This project will define the long term operations structure for SFA Modernization. It will assess the role of each organizational entity (e.g., VDC, IT Services, etc.) in operating the modernized SFA environment. The project will also identify opportunities to share best practices (ideas, tools, business processes, etc.) across organizational entities and investigate the feasibility of having one tool or process serve multiple organizational entities.

Implementation

This initiative will be implemented through a phased approach. The cross-channel concept driving this project is currently under development by the Modernization Partner executives.

Greg Woods and the Management Council will use the capabilities delivered directly. All SFA Channels will indirectly use the capabilities.

The overall timeframe for this effort is March 1, 2001 through March 1, 2003.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Operations	<ul style="list-style-type: none"> Potential Shared Best Practices (Tools, ideas, business processes, etc.) 	<ul style="list-style-type: none"> 5/1/01
	<ul style="list-style-type: none"> Modernization Operations Roles (for all organizational entities) 	<ul style="list-style-type: none"> 9/1/01
	<ul style="list-style-type: none"> Business Cases & Implementation Plan for Sharing Best Practice 	<ul style="list-style-type: none"> 11/1/01
	<ul style="list-style-type: none"> Modernization Operations Organization Implementation Plan 	<ul style="list-style-type: none"> 3/1/02
	<ul style="list-style-type: none"> 5-10 Best Practices Implemented 	<ul style="list-style-type: none"> 6/1/02
	<ul style="list-style-type: none"> Business Cases & Implementation Plan for Cross Channel Shared Services 	<ul style="list-style-type: none"> 9/1/02
	<ul style="list-style-type: none"> Modernization Operations Organization Implemented 	<ul style="list-style-type: none"> 3/1/02
	<ul style="list-style-type: none"> 2-3 Cross Channel Shared Services Implemented 	<ul style="list-style-type: none"> 3/1/02

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that Single Student Identifier will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how Single Student Identifier will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
Operations	<ul style="list-style-type: none"> • Best Practices in Ideas/Tools/Business Processes shared across channels 	<ul style="list-style-type: none"> • Increased economies of scale across channels • Increased consistency of service delivery • Decreased time to market 	<ul style="list-style-type: none"> • Lower Unit Cost • Increase Customer Satisfaction
	<ul style="list-style-type: none"> • Shared services (new capabilities) across channels 	<ul style="list-style-type: none"> • Increased economies of scale across channels • Increased consistency of service delivery • Decreased time to market 	<ul style="list-style-type: none"> • Lower Unit Cost • Increase Customer Satisfaction

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

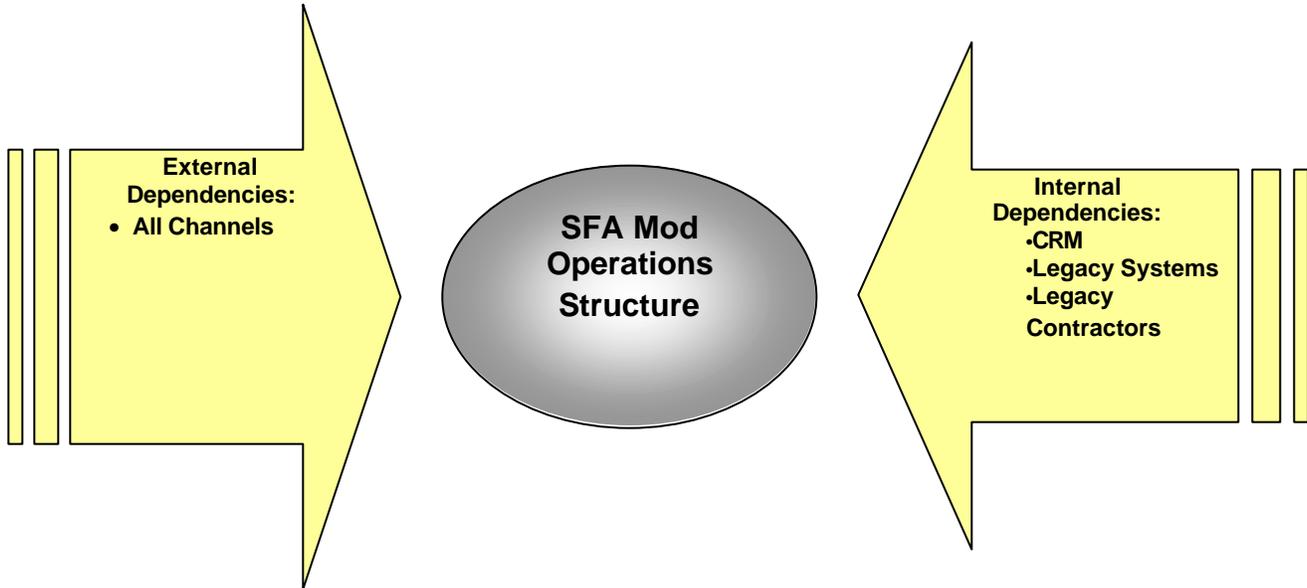
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Phase	Benefit	Performance Goals	Performance Metric & Plan
Operations	<ul style="list-style-type: none"> • Increased economies of scale across channels 	<ul style="list-style-type: none"> • Increased Customer and Employee Satisfaction 	<ul style="list-style-type: none"> • Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction (KPIs and dates to be determined) • Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment (KPIs and dates to be determined) • Ongoing Website reporting • Ongoing Site feedback mechanisms
	<ul style="list-style-type: none"> • Increased consistency of service delivery 		
	<ul style="list-style-type: none"> • Decreased time to market 	<ul style="list-style-type: none"> • Reduce unit cost 	<ul style="list-style-type: none"> • Assess unit costs prior to deployment (KPIs and dates to be determined) • Measure costs after deployment (KPIs and dates to be determined)

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of CFO Transformation is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



Phase	Capability	Dependent System/Group	Explanation of Dependency
Operations	<ul style="list-style-type: none"> Best Practices in Ideas/Tools/Business Processes shared across channels 	<ul style="list-style-type: none"> CRM 	<ul style="list-style-type: none"> We will need success with a cross-channel project like the CRM Call Center IPT before we'll be able to get all of the stakeholders (Greg Woods, Mgmt Council, etc.) aligned on how to approach this
	<ul style="list-style-type: none"> Shared services (new capabilities) across channels 	<ul style="list-style-type: none"> Legacy Systems 	<ul style="list-style-type: none"> Many of the opportunities for sharing best practices or implementing shared services with require changes to external legacy systems
		<ul style="list-style-type: none"> All Channels 	<ul style="list-style-type: none"> The Operations Structure created will be standardized and applicable to all SFA channels
		<ul style="list-style-type: none"> Legacy Contractors 	<ul style="list-style-type: none"> Many of the opportunities for sharing best practices or implementing shared services with require the skills and knowledge of Legacy Contractors

Enterprise Services/COO Area



COO Office: SFA Human Resources SFA HR Modernization Support

TO #30

Purpose

To move forward in achieving the goals of a Performance Based Organization (PBO), SFA is creating the strategic Human Resources capability needed to prepare employees for success in operating and managing the reengineered business processes and systems resulting from the Modernization. The intent is to provide SFA support to achieve specific results:

- Development of a SFA HR Modernization Plan and Implementation Strategy
- Creation of a working draft of a SFA-wide Skill Model
- Design of a Performance Development Process and System

Implementation

The SFA Human Resources Modernization Support will improve HR service by:

- Developing a SFA HR Modernization Plan and Implementation Strategy that serves as the guide for developing and implementing an HR organization that enables human performance success in the modernization
- Communicating messages to SFA stakeholders related to SFA strategic HR capabilities that will support their ability to add value in the modernized environment
- Creating a working draft of a SFA-wide Skill Model defining knowledge and abilities required to perform successfully in SFA's performance-based environment
- Design a Performance Development Process focused on employee career growth
- Providing best-in-business Human Resources consultation and implementation support

The objectives and goals of the SFA Modernization Support Effort are to:

- Provide best-in-business consultation and implementation support to SFA's new HR Director as he seeks to create an organization that enables human performance success throughout its modernization
- Introduce and inform SFA's new HR Director to the current human resources opportunities and challenges at SFA necessary to succeed in the modernization of the organization
- Initiate the development of an SFA Skill Model defining the core skills and abilities required for individuals and the organization to succeed in the modernization of SFA
- Create and pilot a Performance Development process and system (ASP solution) to enable consistent and timely review of employee achievement
- Create a SFA Modernization Plan and Implementation Strategy for addressing the human capital challenges SFA faces as it seeks to reengineer business processes and modernize systems
- Ensure alignment and coordination of SFA human resources efforts with SFA Modernization

The initial SFA Human Resources Modernization Support efforts will be completed by January 2001. It is anticipated that 1250 SFA employees will use the new tool, 'Perform.com' to complete the Performance Development Process.

SFA – Modernization Partner
Integrated Sequencing Plan

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	<ul style="list-style-type: none"> • Selection of new Performance Development Process 	<ul style="list-style-type: none"> • 8/31/00
	<ul style="list-style-type: none"> • Approval of new SFA HR organization 	<ul style="list-style-type: none"> • 10/30/00
	<ul style="list-style-type: none"> • Development of Performance Development Process 	<ul style="list-style-type: none"> • 10/01/00
	<ul style="list-style-type: none"> • Deployment of new Performance Development system 	<ul style="list-style-type: none"> • TBD

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that SFA Modernization Support project will deliver tie directly to SFA's overall goals of increased customer satisfaction, reduced unit costs, and increased employee satisfaction. The table below illustrates how SFA HR Modernization Support will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none">Strategic Human Resources functional area support	<ul style="list-style-type: none">Increased focus on business objectives	<ul style="list-style-type: none">Increase Employee Satisfaction
	<ul style="list-style-type: none">Human Resources aligned with SFA channels/units	<ul style="list-style-type: none">Increase Employee Satisfaction

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

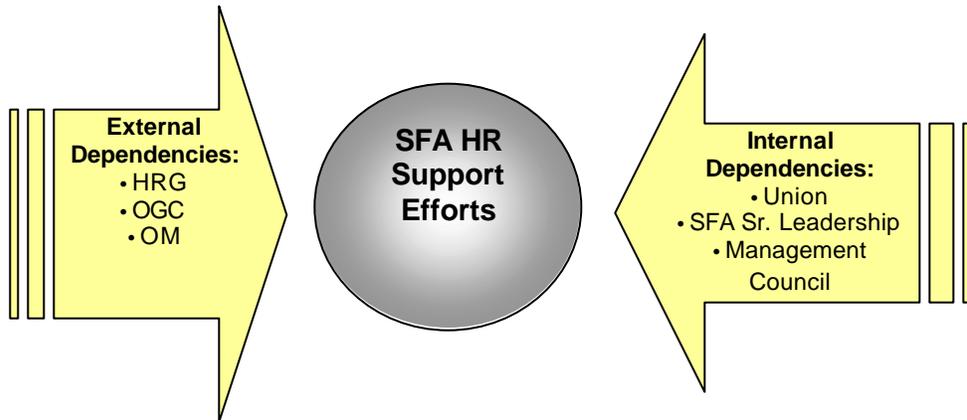
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none">Increased focus on business objectives		<ul style="list-style-type: none">Employee Satisfaction Survey
<ul style="list-style-type: none">Human Resources aligned with SFA channels/units		<ul style="list-style-type: none">Organization Balanced Scorecard

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of the SFA HR support efforts is dependent on two broad areas: external dependencies, which include the ability to interface with external stakeholders such as, OGC and OM and internal dependencies, which include, union, SFA Senior Leadership and Management Council, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> Strategic Human Resources functional area support 	<ul style="list-style-type: none"> HRG OGC OM 	Department of Education: <ul style="list-style-type: none"> HRG: HR Group OGC: Office of General Council OM: Operations Management
<ul style="list-style-type: none"> Human Resources aligned with SFA channels/units 	<ul style="list-style-type: none"> Union 	<ul style="list-style-type: none"> If Union does not approve new processes they can not be rolled out to SFA workforce
	<ul style="list-style-type: none"> SFA Sr. Leadership 	<ul style="list-style-type: none"> Senior Leadership buy-in required before socializing any HR changes to the workforce
	<ul style="list-style-type: none"> Management Council 	<ul style="list-style-type: none"> MC approval is required before implementation of any new HR process or system



COO Office: SFA University
SFA U Modernization Support (SFAUMS)

TO #29

Purpose

The purpose of the SFA University (SFAU) is to develop a workforce that is proficient in SFA's business processes and systems, and an organization that promotes employee development and continuous learning. SFAU was established as a "corporate" university to deliver both employee and partner training.

The purpose of the SFAUMS project is to build on the previous work by developing more detailed definitions of SFAU core business processes that can be used to drive its operating guidelines and policies. The comprehensive plan that will be created will be designed with the intent of helping SFAU staff focus on functional responsibilities and customer satisfaction (through fulfilling training requests).

Implementation

Implementation of the SFAUMS project will primarily benefit SFA employees by providing training in operating in a PBO environment. The SFAUMS project is funded by Task Order 29 which is tied to the COO's office SFA University initiative. The majority of the development and testing activities are performed at SFA Headquarters in Washington, DC.

The SFAUMS project will improve service by:

- Providing best-in-business consultation and implementation support in organization development, business process design and deployment of critical SFAU capabilities
- Assisting SFAU in planning, coordinating and executing its implementation process
- Providing best practice research for identifying and defining SFAU functional competencies
- Creating tools for assessing training needs for SFAU employees and recommend strategies for developing core SFAU competencies
- Providing oversight, administration, and management of initiatives under this task order

The timeframe for each phase, and a brief description is summarized below:

Phase I: The first phase concentrates on collecting best-in-business information on the development of a corporate university, as a performance based organization.

Phase II: This phase, beginning soon after November 6, 2000, will concentrate on working sessions with SFAU management team to build core business processes and operating guidelines for key business components including: Knowledge Management, Best Practices and Internal SFA Services, and to develop an approach and operational plan for SFAU key business components.

Phase III: The purpose of this phase, beginning in February 2001, is to partner with SFAU management team to begin implementation activities in key business areas including; identifying functional competencies, create tools to be used for conducting a training needs analysis, and recommending learning solutions that can be used to help SFAU personnel build required competencies as necessary.

SFA – Modernization Partner
Integrated Sequencing Plan

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	<ul style="list-style-type: none"> • Research and summary Document 	<ul style="list-style-type: none"> • 10/18/00
	<ul style="list-style-type: none"> • Strawmodel Operating Guidelines 	<ul style="list-style-type: none"> • 12/10/00
Phase II	<ul style="list-style-type: none"> • Working Sessions and Summary Documentation 	<ul style="list-style-type: none"> • 01/09/01
	<ul style="list-style-type: none"> • Action Plan for implementation 	<ul style="list-style-type: none"> • 01/16/01
	<ul style="list-style-type: none"> • SFAU Functional Competency Research 	<ul style="list-style-type: none"> • 01/24/01
Phase III	<ul style="list-style-type: none"> • SFAU Functional Competency Identification 	<ul style="list-style-type: none"> • 02/01/01
	<ul style="list-style-type: none"> • Training Needs Analysis Support Document 	<ul style="list-style-type: none"> • 02/14/01
	<ul style="list-style-type: none"> • Training Needs Analysis Report 	<ul style="list-style-type: none"> • 02/28/01

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that the SFAUMS project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how SFAUMS will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Research and Summary Document 	<ul style="list-style-type: none"> • Research uncovers distinguishing or unique SFA U characteristics • Research supports proposed development of robust knowledge management practice and CRM based organization • Research supports development of a group focused on learning content, methodology and technology dissemination 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Increase Customer Satisfaction • Lower Unit Cost
<ul style="list-style-type: none"> • Strawmodel Operating Guidelines 	<ul style="list-style-type: none"> • Identifies Knowledge Management options by origin (Federal, non-Federal), similarities and differences in content, organization and focus, and lists implications for implementation within SFAU • Recommended solutions reflect 'best in business' practices • High level business processes and operating guidelines are defined 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Increase Customer Satisfaction • Lower Unit Cost
<ul style="list-style-type: none"> • Working Sessions and Summary Documentation 	<ul style="list-style-type: none"> • Findings of the working sessions are clearly documented for use in action plan creation 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Increase Customer Satisfaction
<ul style="list-style-type: none"> • Action Plan for Implementation 	<ul style="list-style-type: none"> • A clear action plan is developed to implement process improvements 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Increase Customer Satisfaction
<ul style="list-style-type: none"> • SFAU Functional Competency Research 	<ul style="list-style-type: none"> • Functional competencies developed are based on best in business practices 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Increase Customer Satisfaction
<ul style="list-style-type: none"> • SFAU Functional Competency Identification • Training Needs Analysis Support Document 	<ul style="list-style-type: none"> • Functional competencies are developed as a foundation for SFAU performance appraisal supporting SFAU's mission and vision 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Increase Customer Satisfaction • Lower Unit Cost
<ul style="list-style-type: none"> • Training Needs Analysis Report 	<ul style="list-style-type: none"> • Tools developed enable future training needs analyses to be conducted. 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Increase Customer Satisfaction • Lower Unit Cost

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

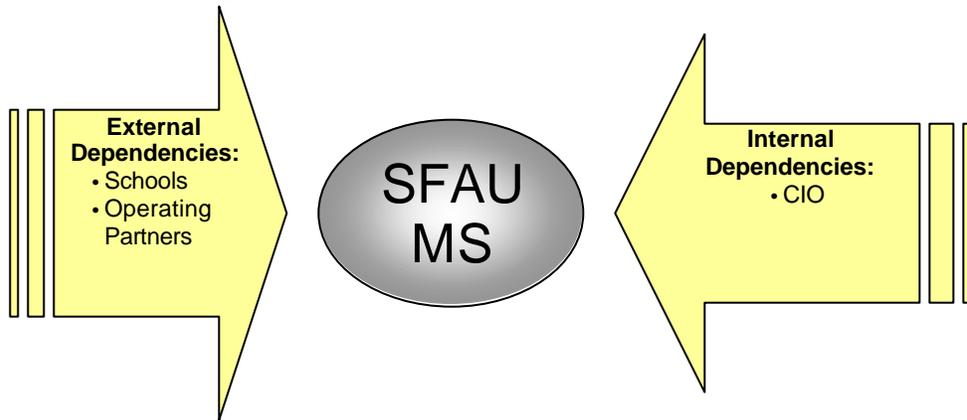
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • Findings of the working sessions are clearly documented for use in action plan creation 		<ul style="list-style-type: none"> • Participant Satisfaction surveys
<ul style="list-style-type: none"> • A clear action plan is developed to implement process improvements 		<ul style="list-style-type: none"> • Participant Satisfaction surveys
<ul style="list-style-type: none"> • Functional competencies developed are based on best in business practices 		<ul style="list-style-type: none"> • Participant Satisfaction surveys
<ul style="list-style-type: none"> • Functional competencies are developed as a foundation for SFAU performance appraisal supporting SFAU's mission and vision 		<ul style="list-style-type: none"> • Employee Satisfaction Surveys • Customer Satisfaction Surveys • Cost savings achieved <ul style="list-style-type: none"> • Less time lost due to faster access to information • Increased efficiency based accurate needs assessment and appropriate training
<ul style="list-style-type: none"> • Tools developed enable future training needs analyses to be conducted. 		<ul style="list-style-type: none"> • Employee Satisfaction Surveys • Customer Satisfaction Surveys • Cost savings achieved <ul style="list-style-type: none"> • Less time lost due to faster access to information • Increased efficiency based accurate needs assessment and appropriate training

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of SFAUMS is dependent on two broad areas: external dependencies and internal dependencies. External dependencies include the ability to meet the needs of various operating partners (i.e., Mod Partner, Public Strategy Group) and schools. Internal dependencies include CIO for maintenance of the intranet and Internet and the ongoing dependencies associated with the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> • Intranet 	<ul style="list-style-type: none"> • CIO 	<ul style="list-style-type: none"> • CIO management and system maintenance
	<ul style="list-style-type: none"> • Schools • Operating Partners 	<ul style="list-style-type: none"> • Potential limitations associated with external operating systems used by schools and operating partners

Enterprise Services/COO Office: SFA University Initiative Front to Back Training (FTB)

TO #31

Purpose

The purpose of the SFA University (SFAU) is to develop a workforce that is proficient in SFA's business processes and systems, and an organization that promotes employee development and continuous learning. SFAU was established as a "corporate" university to develop employee training and offer that training to operating partners when practical.

The purpose of the Front to Back Training (FTB) project is to manage the development and delivery of a training course to be provided by SFA University called "SFA Front-to-Back". This course is one element of a suite of training offerings from SFA University designed to help SFA employees and contractors understand the purpose of the Performance Based Organization (PBO), and how to operate within the PBO environment. SFA Front-to-Back is intended to offer SFA employees and contractors an overview of the student financial aid delivery process - describing what happens within SFA at each step along the way, from initial student request for information, to disbursement of a loan, and eventual repayment.

Implementation of the FTB project will primarily benefit SFA employees by providing training which focuses on a better understanding of the business of SFA, and where each employee fits into the picture.

Implementation

The FTB project is funded by Task Order 31 which is tied to the COO's office SFA University initiative. The majority of the development and testing activities are performed at SFA Headquarters in Washington, DC with significant input from Subject Matter Experts in regional offices around the country.

The project will improve the delivery of training by:

- Providing SFA staff with a training product that helps them understand the key steps, contact points and flow of information in the financial aid delivery process
- Ensuring the training incorporates key PBO concepts and service standards into the financial aid process, helping audience groups understand the significance of these concepts in performing the process
- Coordinating efforts between SFA and Operating Partner team members to design and develop training materials, prepare instructors (e.g. "Train the Trainers"), and deliver training to specified audience groups (SFA employees only)
- Assisting SFA University leadership (e.g., SFA University Director and senior managers) in monitoring and overseeing the entire training development through delivery process
- Developing a web-based version of SFA Front-to-Back content which can be used as a reference tool for day-to-day operations and future process analysis and applications

Phase I: This phase was completed on September 15, 2000 with the delivery of four components, the Process Flow Straw-model, the SFA Organizational Map, Training Design Participation and Training Delivery Best Practices and Training Development and Delivery Work Plan. These components delineate key steps, contact points, planning processes and schedules for the Front to Back and future training courses.

Phase II: This phase began on September 16, 2000 and will be completed on December 15, 2000. It includes the development, piloting, training of trainers for the SFA Traditions: Celebrating Our Mission

SFA – Modernization Partner
Integrated Sequencing Plan

training materials. These materials comprise part two of the three part core curriculum which will be delivered by SFA facilitators to approximately 1200 SFA employees and offered to operating Partners for delivery to their workers.

Phase III: This phase will begin on October 16,2000 and will be completed on January 31, 2001. Included in this phase is the development, piloting and training of trainers for the third core curriculum component, SFA: Front to Back. These materials will be delivered by SFA facilitators to approximately 1200 SFA employees and offered to operating Partners for delivery to their workers.

Phase IV: This phase will begin on November 20, 2000 and will be completed on February 28, 2001. This phase includes the design and development of a web based version of the SFA Traditions and Front to Back courses which will be used as a training vehicle for future SFA employees and as a reference for current workers.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	<ul style="list-style-type: none"> Develop Process Flow Straw-model 	<ul style="list-style-type: none"> 9/12/00
	<ul style="list-style-type: none"> Develop Organization Map of SFA 	<ul style="list-style-type: none"> 9/12/00
	<ul style="list-style-type: none"> Training Design Participation and Training Delivery Best Practices 	<ul style="list-style-type: none"> 9/15/00
	<ul style="list-style-type: none"> Training Development and Delivery Workplan 	<ul style="list-style-type: none"> 9/15/00
Phase II	<ul style="list-style-type: none"> Develop and test SFA Traditions: Celebrating our Mission courseware 	<ul style="list-style-type: none"> 12/15/00
Phase III	<ul style="list-style-type: none"> Develop and test SFA: Front to Back courseware 	<ul style="list-style-type: none"> 01/31/01
Phase IV	<ul style="list-style-type: none"> Develop web based version of training materials 	<ul style="list-style-type: none"> 02/28/01

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that the FTB project will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how FTB will meet these goals through the delivery of various capabilities:

Capability	Benefit	Performance Objective Effected
<ul style="list-style-type: none"> • Detailed documentation of the relationships between SFA's units 	<ul style="list-style-type: none"> • Provide everyone in SFA with an organizational perspective of the process 	<ul style="list-style-type: none"> • Increase Employee Satisfaction
<ul style="list-style-type: none"> • Understanding of SFA's desired state 	<ul style="list-style-type: none"> • Employees will have a greater appreciation for the history and mission of the organization 	<ul style="list-style-type: none"> • Increase Employee Satisfaction
<ul style="list-style-type: none"> • See SFA processes through the eyes of students 	<ul style="list-style-type: none"> • Have a greater empathy with student problems and concerns 	<ul style="list-style-type: none"> • Increase Customer Satisfaction
<ul style="list-style-type: none"> • Understand the relationships between SFA's component units and operating partners 	<ul style="list-style-type: none"> • Workers will be able to understand the role their unit plays in the operation of the organization 	<ul style="list-style-type: none"> • Increase Employee Satisfaction
<ul style="list-style-type: none"> • Examine the overall process flow for student aid 	<ul style="list-style-type: none"> • Workers will be able to better process requests and provide help to customers 	<ul style="list-style-type: none"> • Increase Customer Satisfaction • Lower Unit Costs
<ul style="list-style-type: none"> • Web pages containing SFA core curriculum information 	<ul style="list-style-type: none"> • Self study materials for newly hired SFA employees to learn about the organization 	<ul style="list-style-type: none"> • Increase Employee Satisfaction

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

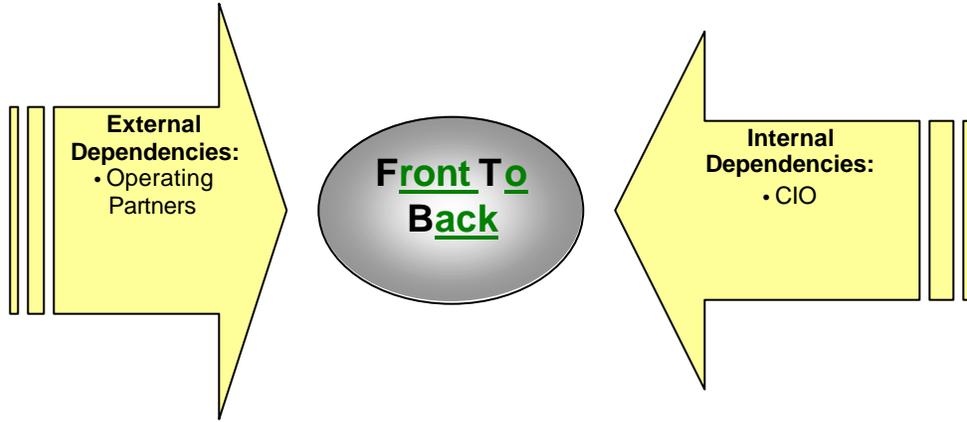
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Benefit	Performance Goals	Performance Metric & Plan
<ul style="list-style-type: none"> • Provide everyone in SFA with an organizational perspective of the process 		<ul style="list-style-type: none"> • Employee Satisfaction Surveys
<ul style="list-style-type: none"> • Employees will have a greater appreciation for the history and mission of the organization 		<ul style="list-style-type: none"> • Employee Satisfaction Surveys • Customer Satisfaction Surveys
<ul style="list-style-type: none"> • Have a greater empathy with student problems and concerns 		<ul style="list-style-type: none"> • Employee Satisfaction Surveys • Customer Satisfaction Surveys
<ul style="list-style-type: none"> • Workers will be able to understand the role their unit plays in the operation of the organization 		<ul style="list-style-type: none"> • Employee Satisfaction Surveys
<ul style="list-style-type: none"> • Workers will be able to better process requests and provide help to customers 		<ul style="list-style-type: none"> • Employee Satisfaction Surveys
<ul style="list-style-type: none"> • Self study materials for newly hired SFA employees to learn about the organization 		<ul style="list-style-type: none"> • Employee Satisfaction Surveys

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of FTB is dependent on two broad areas: external dependencies, which include the ability to interface with external agencies such as operating partners (i.e., Mod Partner, Public Strategy Group) and internal dependencies, which include CIO, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Capability	Dependent System/Group	Explanation of Dependency
<ul style="list-style-type: none"> • Web based training version 	<ul style="list-style-type: none"> • CIO 	<ul style="list-style-type: none"> • Intranet management and technical assistance
<ul style="list-style-type: none"> • Training development 	<ul style="list-style-type: none"> • Operating Partners 	<ul style="list-style-type: none"> • Potential limitations associated with training design and development

CFO Area



CFO Area: CFO Transformation
CFO Transformation

TO #20

Purpose

The purpose of the SFA CFO Transformation project is to institute a transformation approach for supporting the implementation of the vision and business strategy. This project will help to improve customer service, employee satisfaction, and operational efficiency through a greater focus on the critical initiatives that will support achieving the vision and business strategy.

Implementation

The CFO Transformation project will involve a number of key steps to fully implement the vision and business strategy for SFA’s CFO organization. The CFO organization has completed a number of vision design sessions whereby critical CFO business capabilities have been identified and initiatives and action plans defined; this has ultimately resulted in a straw-model business strategy.

In order to effectively implement the vision and business strategy and achieve the intended business impact, a methodological approach will need to be developed and implemented; this is the “transformation approach”. The focus of this approach will be the development of the management infrastructure, organizational capability, and program/project management tool-sets. Combined, these elements will provide the framework for managing the CFO initiatives as a strategic portfolio and with the discipline and rigor needed to transform the CFO organization.

The scope of this project includes activities related to the development of the CFO vision, business strategy, transformation approach and infrastructure. The transformation project will also help to provide and reinforce the critical foundation and infrastructure to successfully complete several key initiatives currently underway within CFO – the Financial Management System projects and the Activity Based Costing project. Other initiatives will also benefit as they are kicked off.

The overall timeframe for this effort is April 1, 2000 to January 1, 2001.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
I. Strategic Visioning/ Program Management Framework	<ul style="list-style-type: none"> • Working Draft of CFO Strategic Plan • Working Draft of Program Management Framework 	<ul style="list-style-type: none"> • 9/30/00 • 9/30/00
II Prioritization, Alignment and Action Planning	<ul style="list-style-type: none"> • CFO Offsite • Team Working Sessions • 2nd CFO Offsite • Individual Team Action Plan Meetings • Final CFO Strategic Plan 	<ul style="list-style-type: none"> • 9/12-9/13/00 • 10/2-10/17 • 10/31/00 • TBD • TBD
III Initiation & Monitoring of Strategic Plan	<ul style="list-style-type: none"> • Ongoing Review Points • Re-engineering Organization Team and Processes 	<ul style="list-style-type: none"> • Ongoing • TBD

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that CFO Transformation will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how CFO Transformation will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
I. Strategic Visioning/ Program Management Framework	<ul style="list-style-type: none"> • Initial CFO Vision • Initial Program Management Understanding 	<ul style="list-style-type: none"> • Organizational direction and focus • Introduction to Best in Business framework and process 	<ul style="list-style-type: none"> • Increase employee and customer satisfaction and lower unit cost
II. Prioritization, Alignment and Action Planning	<ul style="list-style-type: none"> • Baseline understanding of functions performed across SFA • Prioritization of activities • Alignment of resources to business goals 	<ul style="list-style-type: none"> • Complete picture of current state • Agreement on what needs to be done to reach CFO goals • Increased operational efficiency 	<ul style="list-style-type: none"> • Increase employee and customer satisfaction and lower unit cost
III. Initiation & Monitoring of Strategic Plan	<ul style="list-style-type: none"> • Baseline Program Management Capability • Employee understanding and buy-in to strategic plan & alignment of CFO goals 	<ul style="list-style-type: none"> • Tools to initiate and monitor strategic plan • Organization wide commitment to strategic plan 	<ul style="list-style-type: none"> • Increase employee and customer satisfaction and lower unit cost

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Project Performance Plan and Measures

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Phase	Benefit	Performance Goals	Performance Metric & Plan
I. Strategic Visioning/ Program Management Framework	<ul style="list-style-type: none"> • Organizational direction and focus 	<ul style="list-style-type: none"> • Increase employee and customer satisfaction • Reduce unit cost for CFO 	<ul style="list-style-type: none"> • Increase in employee and customer satisfaction as measured by surveys (KPIs and dates to be determined) • Lower unit cost for CFO (KPIs to be determined)
	<ul style="list-style-type: none"> • Introduction to Best in Business framework and process 	<ul style="list-style-type: none"> • Increase employee and customer satisfaction • Reduce unit cost for CFO 	<ul style="list-style-type: none"> • Increase in employee and customer satisfaction as measured by surveys (KPIs and dates to be determined) • Lower unit cost for CFO (KPIs to be determined)
II. Alignment, Prioritization and Action Planning	<ul style="list-style-type: none"> • Complete picture of current state 	<ul style="list-style-type: none"> • Increase employee and customer satisfaction 	<ul style="list-style-type: none"> • Increase in employee and customer satisfaction as measured by surveys (KPIs and dates to be determined)
	<ul style="list-style-type: none"> • Agreement on what needs to be done to reach CFO goals 	<ul style="list-style-type: none"> • Reduce unit cost for CFO 	<ul style="list-style-type: none"> • Lower unit cost for CFO (KPIs to be determined)
	<ul style="list-style-type: none"> • Increased operational efficiency 	<ul style="list-style-type: none"> • Reduce unit cost for CFO 	<ul style="list-style-type: none"> • Lower unit cost for CFO (KPIs to be determined)
III. Initiation & Monitoring of Strategic Plan	<ul style="list-style-type: none"> • Tools to initiate and monitor strategic plan 	<ul style="list-style-type: none"> • Increase employee and customer satisfaction • Reduce unit cost for CFO 	<ul style="list-style-type: none"> • Increase in employee and customer satisfaction as measured by surveys (KPIs and dates to be determined) • Lower unit cost for CFO (KPIs to be determined)

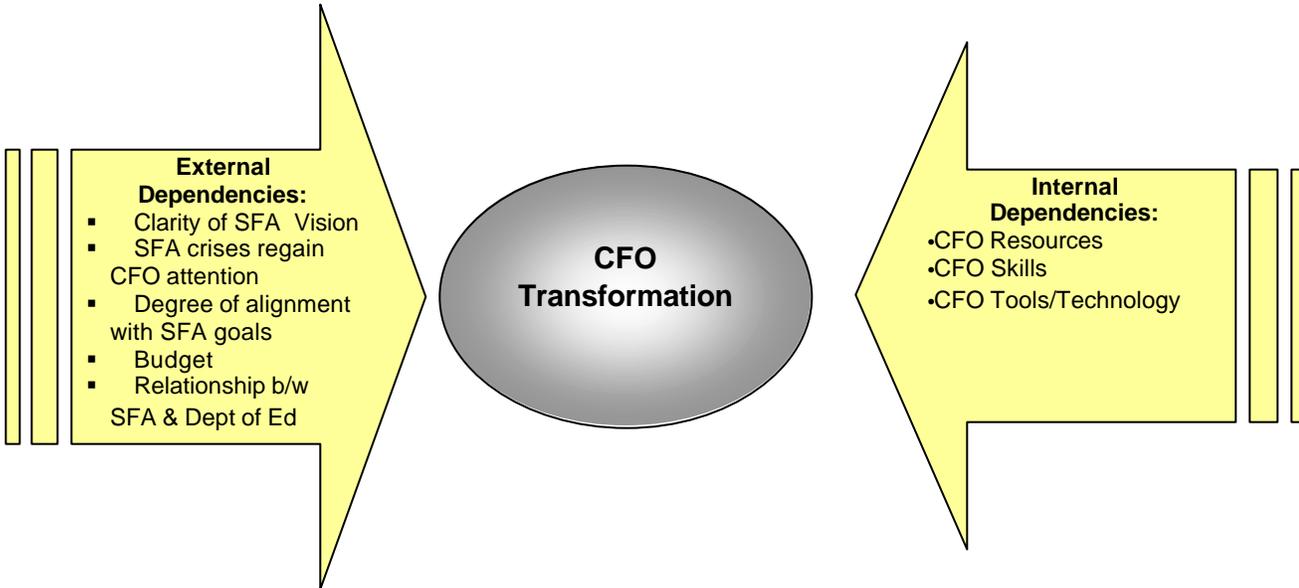
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	<ul style="list-style-type: none"> • Organization wide commitment to strategic plan 	<ul style="list-style-type: none"> • Increase employee and customer satisfaction • Reduce unit cost for CFO 	<ul style="list-style-type: none"> • Increase in employee and customer satisfaction as measured by surveys (KPIs and dates to be determined) • Lower unit cost for CFO (KPIs to be determined)
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Interdependencies

The successful implementation of CFO Transformation is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



Phase	Capability	Dependent System/Group	Explanation of Dependency
I. Strategic Visioning/ Program Management Framework	<ul style="list-style-type: none"> Initial CFO Vision 	<ul style="list-style-type: none"> Clarity of SFA Vision 	<ul style="list-style-type: none"> SFA needs to define its vision in order for CFO to define a vision
II. Alignment, Prioritization and Action Planning	<ul style="list-style-type: none"> Baseline understanding of functions performed across SFA Prioritization of activities Alignment of resources to business goals 	<ul style="list-style-type: none"> Relationship between SFA and Dept of Ed. SFA Crises Regain Degree of alignment with SFA goals CFO Resources 	<ul style="list-style-type: none"> Defined roles between the two parties is needed to understand functions SFA crises would change CFO's list of priorities CFO goals need to be in scope of SFA goals Goals are dependent of CFO resources
All Phases		<ul style="list-style-type: none"> CFO Skills CFO Tools/Technology Budget 	<ul style="list-style-type: none"> Input and scope are dependent on these factors



CFO Area: Financial Management Transformation Initiative *Financial Management System (FMS)*

**TO # 20, 14, 35, 39
BC-FY01-12**

Purpose

The purpose of the FMS initiative is to develop an integrated system that manages the flow of financial information across all of SFA's information systems. This consolidated financial management system will facilitate SFA's transformation into a PBO by giving it the ability to report information and statistics across its programs, consolidate redundant processes, and report on SFA grant, loan, and operational activity. In addition, by enabling electronic transactions and consolidating redundant processes, FMS promises to lower the costs of doing business with our partners. Finally, the FMS system is designed to be a subsidiary-style ledger that is JFMIP compliant, and appropriately integrated with the Department of Education's own financial management system.

Implementation of FMS will primarily benefit three user groups: the 36 Guaranty Agencies, 24 personnel within the SFA Financial Transactions Group, and a number of employees within SFA CFO.

The FMS project is tied to the CFO Office's Financial Management Transformation initiative (Task Order 20), and is funded by Task Order 14. The majority of the development and testing activities are performed at SFA headquarters in Washington, D.C., while the software and databases are located in the Virtual Data Center (VDC) in Connecticut.

Implementation

In order to address the various systems-related and organizational complexities/dependencies, SFA has established a phased approach to implement FMS functionality. In addition, a phased approach will enable SFA to achieve measurable success in short, manageable time segments with definable and controllable milestones. The timeframe for each phase, and a brief description is summarized below:

Phase I: This phase was completed on March 31, 2000. During this phase SFA developed a design of FMS and defined much of the core configuration as well as the data input structure.

Phase II: This phase began on April 1, 2000 and will be completed on October 31, 2000. It will implement the following products and tools for the FFEL/Guaranty Agency Payment program:

- *Oracle core accounting products (Federal General Ledger, Federal Payables, Federal Receivables)*
- *Inventory Tracking**
- *Oracle Discoverer***

The purpose of Phase II is to verify the conceptual design developed in Phase I by quickly establishing the General Ledger chart of accounts setup and account code classification structure. In addition, Phase II efforts will provide the foundation for moving forward with the detailed design and build of the system. This effort began on April 1, 2000 and is completed on October 31, 2000.

* This functionality represents a partial implementation of the Oracle Fixed Asset product, and does not include features other than inventory tracking (e.g., depreciation calculations, etc.).

** This is a tool that allows the user to query data in various views from FMS source databases

Phase III: This phase is planned to begin November 1, 2000 and end on April 30, 2002.

SFA – Modernization Partner
Integrated Sequencing Plan

It will incorporate the accounting programs described above for the SFA operations as well as each of the remaining loan programs (Direct Loan, Campus Based, Pell Overpayments, FFELP Lender Payment, GA FFELP Assignments, FFELP Program Administration, Debt Collection, Direct Loan, Direct Loan Assignments, FISL Claims, Perkins Assignments, Loan Origination, Loan Consolidation, and Loan Servicing). In addition, it will implement the following products and tools*:

- *Federal Administrator*
- *Budgeting*
- *Oracle Purchasing*
- *Oracle Financial Analyzer*
- *Travel*
- *Activity Based Costing (ABC) Interface*

Because some channels will be working concurrently on efforts to reengineer or replace some of their legacy systems, FMS will interface with those reengineered legacy systems, and any replaced systems provided those systems are operational. The FMS project schedule will be coordinated with other systems' schedules to include as many reengineered or replaced systems as possible.

** While implementation of products above will be complete in Phase III, actual use of their functionalities will depend on decisions of user groups*

Phase IV: This phase will begin on November 1, 2001. Phase IV is expected to bring the FMS system to its fully integrated state by incorporating the fully reengineered source systems for those channels that have reengineered or replaced their legacy systems. Any final modifications to Phase II and Phase III products will also be made during this phase.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	<ul style="list-style-type: none"> • Detailed design of FMS 	<ul style="list-style-type: none"> • March 31, 2000
Phase II	<ul style="list-style-type: none"> • GAs Modify Systems for FTP 	<ul style="list-style-type: none"> • September 15, 2000
	<ul style="list-style-type: none"> • Last Submission Date for Monthly Forms 	<ul style="list-style-type: none"> • September 08, 2000
	<ul style="list-style-type: none"> • Implementation 	<ul style="list-style-type: none"> • September 29, 2000
Phase III	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD
Phase IV	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD

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Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that FMS will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. FMS will also enable SFA to meet the additional goal of becoming JFMIP compliant. The table below illustrates how FMS will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
Phase I and Phase II	<ul style="list-style-type: none"> Web-enabled submission of GA Form2000 	<ul style="list-style-type: none"> Streamlined and hassle-free forms submission process 	<ul style="list-style-type: none"> Increase Customer Satisfaction
	<ul style="list-style-type: none"> Query from single source 	<ul style="list-style-type: none"> More timely, accurate, and consistent financial data 	<ul style="list-style-type: none"> Increase Employee Satisfaction
	<ul style="list-style-type: none"> Automated processing of Form2000 	<ul style="list-style-type: none"> Faster and less manual processing of forms 	<ul style="list-style-type: none"> Increase Customer Satisfaction Increase Employee Satisfaction
	<ul style="list-style-type: none"> Automated recording of GA transactional data to SFA accounting system 	<ul style="list-style-type: none"> Less time and resources required to process forms 	<ul style="list-style-type: none"> Lower Unit Cost
Phase III	<ul style="list-style-type: none"> Automated Reporting and Analysis 	<ul style="list-style-type: none"> Provide sufficient level of data for strategic decision-making Provide cost and performance-based information 	<ul style="list-style-type: none"> Increase Employee Satisfaction Lower Unit Costs
	<ul style="list-style-type: none"> Budgetary and Funds Control 	<ul style="list-style-type: none"> Produce accurate financial results to the SFA community, SFA managers, Education's Office of Chief Financial Officer (OCFO) and Education staff and community 	<ul style="list-style-type: none"> Lower Unit Cost
	<ul style="list-style-type: none"> Automated recording of Lender, School, and Student transactional data to SFA accounting system 	<ul style="list-style-type: none"> Less time and resources required to process forms and enact transactions 	<ul style="list-style-type: none"> Lower Unit Cost
Phase IV	<ul style="list-style-type: none"> Establish ability to reconcile SFA financial statements, determine institutional activity 	<ul style="list-style-type: none"> Improved ability to answer Congressional inquiries into the status of funds Improved ability to support financial statement audits at the SFA and DOE levels 	<ul style="list-style-type: none"> Increase Employee Satisfaction

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Phase	Capability	Benefit	Goal
All Phases	<ul style="list-style-type: none"> • Automated Inventory Tracking 	<ul style="list-style-type: none"> • Less and time and resources spent to track and recover assets 	<ul style="list-style-type: none"> • Lower Unit Cost
	<ul style="list-style-type: none"> • All FMS products and tools 	<ul style="list-style-type: none"> • Provide timely information retrieval and reporting to meet business needs • Enable employees to make accurate decisions with complete and timely information 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Improve Employee Satisfaction

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Phase	Benefit	Performance Goals	Performance Metric & Plan
Phase I and Phase II	<ul style="list-style-type: none"> Streamlined, faster, less manual and hassle-free forms submission process 	<ul style="list-style-type: none"> Comply with Legislative Mandate Improve Employee and Customer Satisfaction Lower Unit Cost 	<ul style="list-style-type: none"> JFMIP Compliance Increase in customer satisfaction as measured by surveys (KPIs and dates to be determined) Cost Savings Achieved for CFO (KPIs to be determined) <ul style="list-style-type: none"> Accuracy Timeliness Consistency
	<ul style="list-style-type: none"> More timely, accurate, and consistent financial data 	<ul style="list-style-type: none"> Improve Employee and Customer Satisfaction Lower Unit Cost 	<ul style="list-style-type: none"> Increase in customer satisfaction as measured by surveys (KPIs and dates to be determined) Cost Savings Achieved for CFO (KPIs to be determined) <ul style="list-style-type: none"> Accuracy Timeliness Consistency
	<ul style="list-style-type: none"> Less time and resources required to process forms 	<ul style="list-style-type: none"> Improve Employee and Customer Satisfaction Lower Unit Cost 	<ul style="list-style-type: none"> Increase in customer satisfaction as measured by surveys (KPIs and dates to be determined) Cost Savings Achieved for CFO (KPIs to be determined) <ul style="list-style-type: none"> Accuracy Timeliness Consistency
Phase III	<ul style="list-style-type: none"> Less time and resources required to process forms and enact transactions 	<ul style="list-style-type: none"> Improve Employee and Customer Satisfaction Lower Unit Cost 	<ul style="list-style-type: none"> Increase in customer satisfaction as measured by surveys (KPIs and dates to be determined) Cost Savings Achieved for CFO (KPIs to be determined) <ul style="list-style-type: none"> Accuracy Timeliness Consistency

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Integrated Sequencing Plan**

	<ul style="list-style-type: none"> • Provide sufficient level of data for strategic decision-making 	<ul style="list-style-type: none"> • Improve Employee and Customer Satisfaction • Lower Unit Cost 	<ul style="list-style-type: none"> • Increase in customer satisfaction as measured by surveys (KPIs and dates to be determined) • Cost Savings Achieved for CFO (KPIs to be determined) <ul style="list-style-type: none"> • Accuracy • Timeliness • Consistency
	<ul style="list-style-type: none"> • Provide cost and performance-based information 	<ul style="list-style-type: none"> • Lower Unit Cost 	<ul style="list-style-type: none"> • Cost Savings Achieved for CFO (KPIs to be determined) <ul style="list-style-type: none"> • Accuracy • Timeliness • Consistency
	<ul style="list-style-type: none"> • Produce accurate financial results to the SFA community, SFA managers, Education's Office of Chief Financial Officer (OCFO) and Education staff and community 	<ul style="list-style-type: none"> • Improve Employee and Customer Satisfaction • Lower Unit Cost 	<ul style="list-style-type: none"> • Increase in customer satisfaction as measured by surveys (KPIs and dates to be determined) • Cost Savings Achieved for CFO (KPIs to be determined) <ul style="list-style-type: none"> • Accuracy • Timeliness • Consistency
Phase IV	<ul style="list-style-type: none"> • Improved ability to answer Congressional inquiries into the status of funds 	<ul style="list-style-type: none"> • Become JFMIP Compliant • Improve Employee Satisfaction 	<ul style="list-style-type: none"> • JFMIP Compliance • Increase in employee satisfaction as measured by surveys (KPIs and dates to be determined)
	<ul style="list-style-type: none"> • Improved ability to support financial statement audits at the SFA and DOE levels 	<ul style="list-style-type: none"> • Become JFMIP Compliant • Improve Employee Satisfaction 	<ul style="list-style-type: none"> • JFMIP Compliance • Increase in employee satisfaction as measured by surveys (KPIs and dates to be determined)
All Phases	<ul style="list-style-type: none"> • Less and time and resources spent to track and recover assets 	<ul style="list-style-type: none"> • Improve Employee Satisfaction • Lower Unit Cost 	<ul style="list-style-type: none"> • Increase in employee satisfaction as measured by surveys (KPIs and dates to be determined) • Cost Savings Achieved for CFO (KPIs to be determined) <ul style="list-style-type: none"> • Accuracy • Timeliness • Consistency

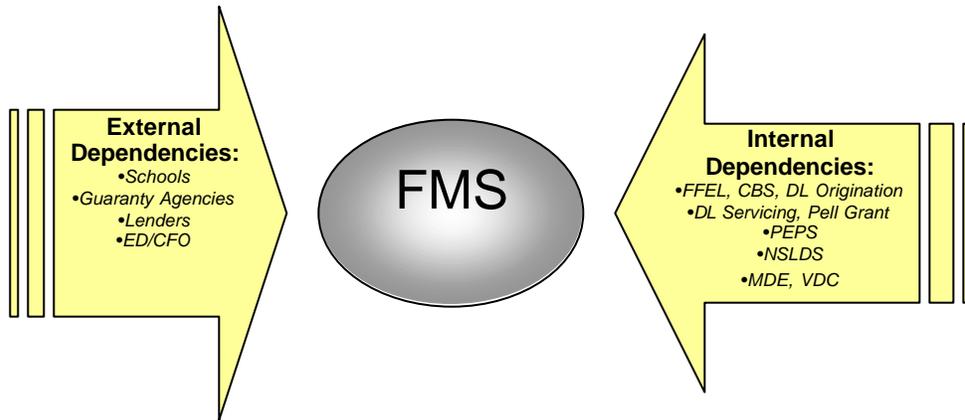
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	<ul style="list-style-type: none"> • Provide timely information retrieval and reporting to meet business needs 	<ul style="list-style-type: none"> • Improve Employee Satisfaction • Lower Unit Cost 	<ul style="list-style-type: none"> • Increase in employee satisfaction as measured by surveys (KPIs and dates to be determined) • Cost Savings Achieved for CFO (KPIs to be determined) <ul style="list-style-type: none"> • Accuracy • Timeliness • Consistency
	<ul style="list-style-type: none"> • Enable employees to make accurate decisions with complete and timely information 	<ul style="list-style-type: none"> • Improve Employee Satisfaction 	<ul style="list-style-type: none"> • Increase in employee satisfaction as measured by surveys (KPIs and dates to be determined)

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of FMS is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of the ED CFO, and various partners (schools and financial institutions) and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Phase	Capability	Dependent System/Group	Explanation of Dependency
Phase II	<ul style="list-style-type: none"> • Web-enabled submission of GA Form2000 • Query from single source • Automated processing of Form2000 • Automated recording of GA transactional data to SFA accounting system 	<ul style="list-style-type: none"> • Forms2000 requirements completion • Ability for GAs to interface with FFEL extension • ED/CFO • VDC 	<ul style="list-style-type: none"> • These capabilities are dependent on the ability to integrate with the identified technologies and systems and access critical data.
Phase III	<ul style="list-style-type: none"> • Automated Reporting and Analysis • Budgetary and Funds Control • Automated recording of Lender, School, and Student transactional data to SFA accounting system 	<ul style="list-style-type: none"> • Availability of Technical Information on and Access to: <ul style="list-style-type: none"> • FFEL and FFEL DCS • PEPS • NSLDS • CBS • DL (Origination and Servicing) • MDE • Pell Grant System • CPS? • VDC • ED/CFO • Ability for Lenders to interface with FFEL extension 	<ul style="list-style-type: none"> • These capabilities are dependent on the ability to integrate with the identified technologies and systems and access critical data.

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Phase IV	<ul style="list-style-type: none">• Establish ability to reconcile SFA financial statements, determine institutional activity	<ul style="list-style-type: none">• All systems listed above	<ul style="list-style-type: none">• These capabilities are dependent on the ability to integrate with the identified technologies and systems and access critical data.
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Because Phase I included only analysis and design activities, there were no technical dependencies to complete this stage of the work effort.



CFO Area: CFO Data Mart Initiative

CFO Data Mart

TO #39

Purpose

The purpose of the CFO Data Mart project is to develop software tools that reduce the level of effort required to perform the CFO office's current budget planning, financial reporting, and activity based costing processes. SFA's CFO office is a newly formed organization, with no automated accounting system of its own. The CFO data mart will automate the existing labor intensive processes, and significantly expand the CFO office's ad-hoc reporting and analysis capability. The CFO data mart is an interim solution designed to meet the CFO office's needs until the Oracle Financial Management System is released. SFA FMS will supplant this version of the CFO Data Mart when it becomes SFA's accounting system of record.

Implementation

Initial Deployment – This deployment involves the design, build, and implementation of the new CFO Data Mart. This phase includes:

- ***Design the CFO Data Mart*** – Develop detailed designs for the CFO Data Mart.
- ***Build, Test and Deploy the CFO Data Mart into Production*** - Test and deploy the CFO Data Mart into production at the Virtual Data Center (VDC).

This deployment will meet the following objectives:

- Design a data mart (database) to specifically meet the CFO's reporting and ad-hoc querying needs
- Provide an automated way to populate data from the Department of Education FMSS system to the CFO data mart. More specifically, automatically load the Posted, Budget, TAPS and some lookup tables into the CFO data mart using the Informatica tool.
- Provide automation to generate the following reports that are manually generated today, while giving CFO staff members added flexibility in reporting:
 1. Plan vs. Actual Report
 2. Current Plans and Fund Status Report
 3. Operating Plan Report
 4. Fund Balance Report
- Enable ad-hoc querying capability against Posted, Budget and TAPS information through the data mart, with the following focus:
 1. Budget planning requests
 2. Reconciliation (initially, i.e. FARS to FFEL)
 3. Financial reporting requests
- Provide MicroStrategy training to 5–6 CFO staff members

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Future Deployment –The purpose of this deployment is to incorporate the CFO Data Mart into the SFA enterprise-wide data warehouse environment when it becomes available.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Initial Deployment	<ul style="list-style-type: none">Detailed Design	<ul style="list-style-type: none">10/02/00
	<ul style="list-style-type: none">Deployed CFO Data Mart	<ul style="list-style-type: none">10//31/00
Future Deployment	<ul style="list-style-type: none">Incorporation of CFO Data Mart into Enterprise-wide Data Warehouse	<ul style="list-style-type: none">TBD

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that CFO Data Mart will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how CFO Data Mart will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
Initial Deployment	<ul style="list-style-type: none"> Streamlined and automated processes for data extraction, transformation, accounting, and reporting in a data warehouse environment 	<ul style="list-style-type: none"> Increased speed and flexibility in reporting/extracting Improvement in data accuracy Reduced labor costs related to report generations for the reports in scope Substantial productivity gains - Reduced monthly accounting effort allows CFO team members more time for analysis and other opportunities while realizing labor costs Increased savings on and from maintenance, fact-based decision making, and enterprise reporting 	<ul style="list-style-type: none"> Increased Employee Satisfaction Lower Unit Cost
Future Deployment	<ul style="list-style-type: none"> Incorporation of CFO Data Mart into Enterprise-wide Data Warehouse 	<ul style="list-style-type: none"> Cleaner and more accessible data across SFA Faster queries and reports Integrated Data Warehouse Architecture 	<ul style="list-style-type: none"> Increased Employee Satisfaction Lower Unit Cost

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Integrated Sequencing Plan

Project Performance Plan and Measures

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Phase	Benefit	Performance Goals	Performance Metric & Plan
Initial Deployment	<ul style="list-style-type: none"> • Increased speed and flexibility in reporting/extracting 	<ul style="list-style-type: none"> • Increase employee satisfaction 	<ul style="list-style-type: none"> • Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction • Increase in employee and customer satisfaction as measured by post-deployment surveys (KPIs and dates to be determined)
	<ul style="list-style-type: none"> • Improvement in data accuracy 	<ul style="list-style-type: none"> • Reduce unit costs 	<ul style="list-style-type: none"> • Assess unit costs prior to Data Mart deployment • Measure lower unit cost for CFO after deployment (KPIs to be determined)
	<ul style="list-style-type: none"> • Reduced labor costs related to report generations for the reports in scope 	<ul style="list-style-type: none"> • Reduce unit costs 	<ul style="list-style-type: none"> • Assess unit costs prior to Data Mart deployment • Measure lower unit cost for CFO after deployment (KPIs to be determined)
	<ul style="list-style-type: none"> • Substantial productivity gains - Reduced monthly accounting effort allows CFO team members more time for analysis and other opportunities while realizing labor costs 	<ul style="list-style-type: none"> • Reduce unit costs 	<ul style="list-style-type: none"> • Assess unit costs prior to Data Mart deployment • Measure lower unit cost for CFO after deployment (KPIs to be determined)
	<ul style="list-style-type: none"> • Increased savings on and from maintenance, fact-based decision making, and enterprise reporting 	<ul style="list-style-type: none"> • Reduce unit costs 	<ul style="list-style-type: none"> • Assess unit costs prior to Data Mart deployment • Measure lower unit cost for CFO after deployment (KPIs to be determined)

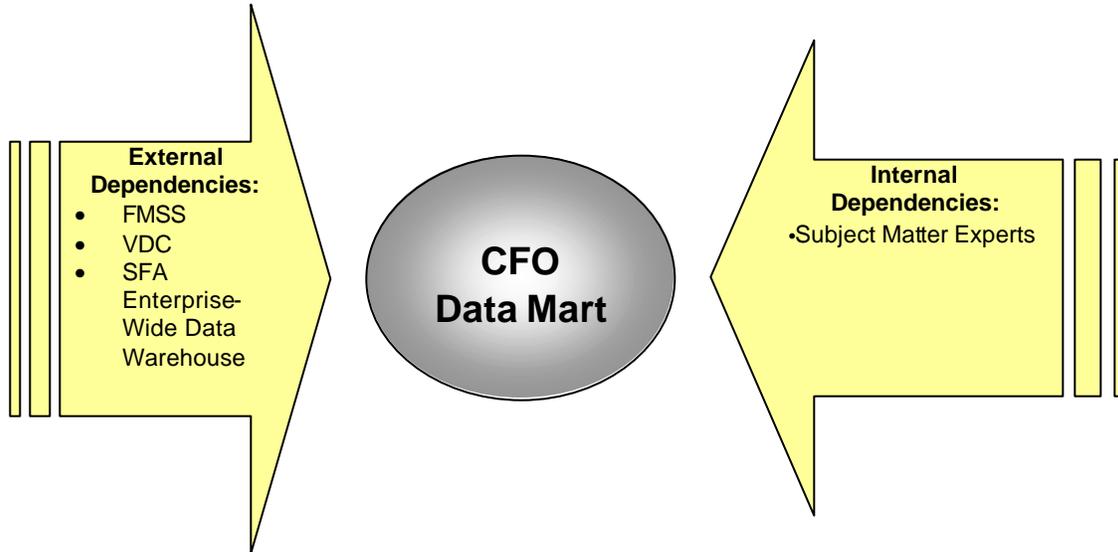
SFA – Modernization Partner
Integrated Sequencing Plan

Future Deployment	<ul style="list-style-type: none"> Cleaner and more accessible data across SFA 	<ul style="list-style-type: none"> Increase employee satisfaction 	<ul style="list-style-type: none"> Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction Increase in employee and customer satisfaction as measured by post-deployment surveys (KPIs and dates to be determined)
	<ul style="list-style-type: none"> Faster queries and reports 	<ul style="list-style-type: none"> Increase employee satisfaction 	<ul style="list-style-type: none"> Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction Increase in employee and customer satisfaction as measured by post-deployment surveys (KPIs and dates to be determined)
	<ul style="list-style-type: none"> Integrated Data Warehouse Architecture 	<ul style="list-style-type: none"> Increase employee satisfaction Reduce unit costs 	<ul style="list-style-type: none"> Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction Increase in employee and customer satisfaction as measured by post-deployment surveys (KPIs and dates to be determined) Assess unit costs prior to Data Mart deployment Measure lower unit cost for CFO after deployment (KPIs to be determined)

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of CFO Data Mart is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



Phase	Capability	Dependent System/Group	Explanation of Dependency
Initial Deployment	<ul style="list-style-type: none"> Streamlined and automated processes for data extraction, transformation, and reporting in a data warehouse environment 	<ul style="list-style-type: none"> FMSS 	<ul style="list-style-type: none"> FMSS is the Department of Education Financial System. It is the sole source of data for the CFO Data Mart.
		<ul style="list-style-type: none"> SFA/CFO Subject Matter Experts 	<ul style="list-style-type: none"> Provide information for requirements, design, and data reconciliation stages of the project
		<ul style="list-style-type: none"> VDC 	<ul style="list-style-type: none"> Provide the technical environment and access to the environment.
Future Deployment	<ul style="list-style-type: none"> Incorporation of CFO Data Mart into SFA Enterprise-Wide Data Warehouse 	<ul style="list-style-type: none"> SFA Enterprise-Wide Data Warehouse 	<ul style="list-style-type: none"> Enterprise infrastructure needs to be in place before CFO Data Mart can be incorporated.

CFO Area: Document Management/Electronic Imaging Initiative ***CFO Document Management/Electronic Imaging***

TO #25

Purpose

Within the Student Financial Assistance (SFA) environment today, there is a lack of an integrated solution for managing physical and paper documents—both in the SFA organization itself and between its student aid delivery systems. Multiple organizations within the Department of Education (Department) are working together to provide an enterprise-wide solution for document management.

The purpose of this project is to improve the efficiency of SFA's operations through the use of a Document Management solution. Paper documents will be captured via a scanning process. Electronic documents will be captured through an interface developed by tailoring COTS software. The captured documents will be placed in the SFA repository, made accessible to those who have the appropriate security authority, and safeguarded according to SFA policy.

This automated process will help eliminate SFA's dependency on paper documents, improve accessibility to SFA's information, and allow for more sophisticated means to request documents via attribute selection. This solution will improve SFA personnel job satisfaction by providing users with a more efficient and effective method of performing their jobs, such as providing responses to externally derived issues and conducting trend analyses.

Specific objectives include:

- Develop Electronic Document Management for SFA Washington Headquarters
- Implement the system in the SFA Chief Financial Office (CFO) organization
- Implement the system within the remaining SFA Washington headquarters
- Implement system improvements
- Subsequently implement Electronic Document Management within the Regions

Implementation

In order to produce a system for SFA's Washington DC organizations, the Document Management/Electronic Imaging project will implement in six phases.

Phase 1 – Planning: Phase 1 tasking includes researching best-in-business solutions, arranging site visits, developing an organization communications plan and work breakdown structure for the project.

Phase 2 – Requirements: During Phase 2, SFA personnel will be interviewed, and existing documentation will be reviewed to develop the requirements for the Document Management system. This process will ensure that the requirements captured are accurate and complete for the entire organization.

Phase 3 – Development and Testing: This phase will develop the solution and the test plans.

Phase 4 – Deployment within CFO: This phase will implement the Electronic Document Management within the CFO organization and develop and conduct user training.

Phase 5 – Deployment within Remaining SFA Organizations, Washington Headquarters (HQ): During Phase 5, the project will implement the Electronic Document Management system within the remaining SFA HQ organization.

SFA – Modernization Partner
Integrated Sequencing Plan

Phase 6 – Implement System Improvements: This phase will provide recommendations for system improvements based on user feedback and production monitoring.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase 1	<ul style="list-style-type: none"> • Best-in-Business Solutions Presentation • Organizational Communications Plan • Electronic Document Management Project Plan and WBS 	<ul style="list-style-type: none"> • 11/30/00 • 11/17/00 • 11/27/00
Phase 2	<ul style="list-style-type: none"> • Document Management Policies and Procedures Manual • Requirements Specification • Recommended Alternatives • Design Specification 	<ul style="list-style-type: none"> • 12/27/00 • 1/10/01 • 1/10/01 • 2/12/01
Phase 3	<ul style="list-style-type: none"> • CFO Electronic Document Management • System Test Plan • Acceptance Test Plan • Deployment Readiness Report • Training Plan 	<ul style="list-style-type: none"> • 4/16/01 • 4/16/01 • 4/16/01 • 5/18/01 • 4/16/01
Phase 4	<ul style="list-style-type: none"> • CFO Implementation Plan • Training Course Materials and Instruction 	<ul style="list-style-type: none"> • 5/18/01 • 5/18/01
Phase 5	<ul style="list-style-type: none"> • SFA Headquarters Implementation Plan • Final Electronic Document Management 	<ul style="list-style-type: none"> • 6/18/01 • 7/20/01
Phase 6	<ul style="list-style-type: none"> • System Improvement Report • CFO, SFA Headquarters and Training Feedback Report 	<ul style="list-style-type: none"> • 8/24/01 • 8/24/01

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that Document Management/Electronic Imaging will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how Document Management/Electronic Imaging will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
Phase 1	<ul style="list-style-type: none"> Best-in-business solutions for Document Management 	<ul style="list-style-type: none"> Identifies alternative solutions for Document Management 	<ul style="list-style-type: none"> Increase Employee Satisfaction Lower Unit Cost
Phase 2	<ul style="list-style-type: none"> Requirements Specification 	<ul style="list-style-type: none"> Ensures that captured requirements are accurate and complete for entire organization 	<ul style="list-style-type: none"> Increase Employee Satisfaction
Phase 3	<ul style="list-style-type: none"> Scanning Operation and Test Plans 	<ul style="list-style-type: none"> Opportunity for users to validate that the user interface reflects their needs 	<ul style="list-style-type: none"> Increase Employee Satisfaction
Phase 4	<ul style="list-style-type: none"> Deployed Document Management System within SFA CFO 	<ul style="list-style-type: none"> Eliminates CFO's dependency on paper documents Improve accessibility to CFO's information Allow for more sophisticated means to request documents via attribute selection Increased efficiency and effectiveness in job performance 	<ul style="list-style-type: none"> Increase Customer Satisfaction Increase Employee Satisfaction Lower Unit Cost
Phase 5	<ul style="list-style-type: none"> Deployed Document Management System within SFA 	<ul style="list-style-type: none"> Eliminates SFA's dependency on paper documents Improve accessibility to SFA's information Allow for more sophisticated means to request documents via attribute selection Increased efficiency and effectiveness in job performance 	<ul style="list-style-type: none"> Increase Customer Satisfaction Increase Employee Satisfaction Lower Unit Cost
Phase 6	<ul style="list-style-type: none"> Document Management System Improvements 	<ul style="list-style-type: none"> Improves the Document Management System based on user feedback and production monitoring 	<ul style="list-style-type: none"> Increase Customer Satisfaction Increase Employee Satisfaction Lower Unit Cost

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Phase	Benefit	Performance Goals	Performance Metric & Plan
Phase 1	<ul style="list-style-type: none"> Identifies alternative solutions for Document Management 	<ul style="list-style-type: none"> Increase employee satisfaction Reduce unit cost for CFO 	<ul style="list-style-type: none"> Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction (KPIs and dates to be determined) Conduct an employee satisfaction survey to measure employee satisfaction post-deployment (KPIs and dates to be determined) Assess unit costs prior to deployment (KPIs and dates to be determined) Measure costs after deployment (KPIs and dates to be determined)
Phase 2	<ul style="list-style-type: none"> Ensures that captured requirements are accurate and complete for entire organization 	<ul style="list-style-type: none"> Increased Employee Satisfaction 	<ul style="list-style-type: none"> Conduct an employee satisfaction survey to measure employee satisfaction post-deployment (KPIs and dates to be determined)
Phase 3	<ul style="list-style-type: none"> Opportunity for users to validate that the user interface reflects their needs 	<ul style="list-style-type: none"> Increased Employee Satisfaction 	<ul style="list-style-type: none"> Conduct an employee satisfaction survey to measure employee satisfaction post-deployment (KPIs and dates to be determined)
Phase 4	<ul style="list-style-type: none"> Eliminates CFO's dependency on paper documents 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction Reduce unit cost for CFO 	<ul style="list-style-type: none"> Conduct an employee satisfaction survey to measure employee satisfaction post-deployment (KPIs and dates to be determined) Assess unit costs prior to deployment (KPIs and dates to be determined) Measure costs after deployment (KPIs and dates to be determined)
	<ul style="list-style-type: none"> Improve accessibility to CFO's information 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction 	<ul style="list-style-type: none"> Conduct a customer and employee satisfaction survey to measure employee satisfaction post-deployment (KPIs and dates to be determined)
	<ul style="list-style-type: none"> Allow for more sophisticated means to request documents via attribute selection 	<ul style="list-style-type: none"> Increased Employee Satisfaction 	<ul style="list-style-type: none"> Conduct an employee satisfaction survey to measure employee satisfaction post-deployment (KPIs and dates to be determined)

SFA – Modernization Partner
Integrated Sequencing Plan

	<ul style="list-style-type: none"> Increased efficiency and effectiveness in job performance 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction Reduce unit cost for CFO 	<ul style="list-style-type: none"> Conduct an employee satisfaction survey to measure employee satisfaction post-deployment (KPIS and dates to be determined) Assess unit costs prior to deployment (KPIS and dates to be determined) Measure costs after deployment (KPIS and dates to be determined)
Phase 5	<ul style="list-style-type: none"> Eliminates SFA's dependency on paper documents 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction Reduce unit cost for CFO 	<ul style="list-style-type: none"> Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment (KPIS and dates to be determined) Assess unit costs prior to deployment (KPIS and dates to be determined) Measure costs after deployment (KPIS and dates to be determined)
	<ul style="list-style-type: none"> Improve accessibility to SFA's information 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction 	<ul style="list-style-type: none"> Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment (KPIS and dates to be determined)
	<ul style="list-style-type: none"> Allow for more sophisticated means to request documents via attribute selection 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction 	<ul style="list-style-type: none"> Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment (KPIS and dates to be determined)
	<ul style="list-style-type: none"> Increased efficiency and effectiveness in job performance 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction Reduce unit cost for CFO 	<ul style="list-style-type: none"> Conduct an employee satisfaction survey to measure employee satisfaction post-deployment (KPIS and dates to be determined) Assess unit costs prior to deployment (KPIS and dates to be determined) Measure costs after deployment (KPIS and dates to be determined)
Phase 6	<ul style="list-style-type: none"> Improves the Document Management System based on user feedback and production monitoring 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction Reduce unit cost for CFO 	<ul style="list-style-type: none"> Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment (KPIS and dates to be determined) Assess unit costs prior to deployment (KPIS and dates to be determined)

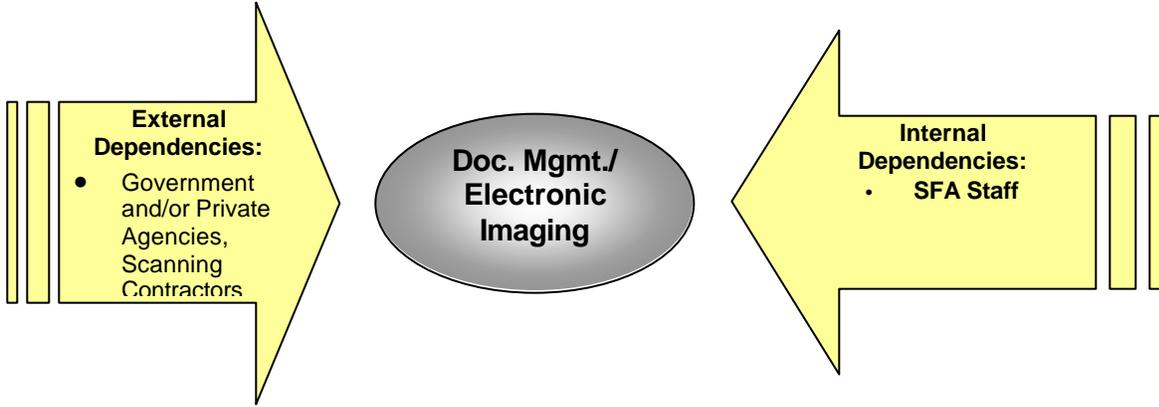
SFA – Modernization Partner
Integrated Sequencing Plan

			determined) <ul style="list-style-type: none">• Measure costs after deployment (KPIS and dates to be determined)
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SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of Document Management/Electronic Imaging is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Phase	Capability	Dependent System/Group	Explanation of Dependency
1	<ul style="list-style-type: none"> Best-in-business solutions 	<ul style="list-style-type: none"> Government and/or Private Agencies External to ED 	<ul style="list-style-type: none"> External agencies will need to be willing and available to allow for site visits.
2	<ul style="list-style-type: none"> Requirements specification 	<ul style="list-style-type: none"> SFA Staff 	<ul style="list-style-type: none"> SFA staff will need to be adequately prepared for interview sessions and have the required information available.
3	<ul style="list-style-type: none"> Scanning and Test Plans 	<ul style="list-style-type: none"> Scanning Contractors, SFA Staff 	<ul style="list-style-type: none"> Scanning contractors will need to be identified. SFA will need to fund scanning contractors.

CIO Area



CIO Area: Cross-Channel Enabling Technology Initiative *Develop & Implement the Security & Privacy Infrastructure/Architecture*

**TO # 16, 41, 18
BC-FY01-06**

Purpose

The Security Architecture project is one of the core strategic components of the overall SFA enterprise architecture. The purpose of this project is to design, build, and integrate the technical services, infrastructure, and components required to enable the development and maintenance of a SFA security architecture. This security architecture will enable the development of secure SFA business applications.

Specific objectives of this project are to provide training, establish standard operating procedures, conduct assessments, provide research reports, provide guidance, establish best practices in order to respond to security events, and evaluate technical security architectures and products. The project also seeks to reinvent the risk assessment and reporting requirements by aggregating the system and major application assessments.

The result is a strong security and privacy program that will increase customer and employee satisfaction by ensuring controls are in place to make the systems more available, reduce the potential for data theft and restrict the use of privacy information.

Implementation

The security architecture and services will be implemented as a critical component of the Integrated Technical Architecture release. Security will be addressed at multiple levels, including firewalls, application, data, and user levels.

The Security Architecture project is broken down into three phases:

Integrated Technical Architecture - This phase delivers the technical foundation and core infrastructure necessary to build future capabilities. This phase corresponds to Release 1.0 of the Integrated Technical Architecture. This phase provides a standardized, reusable infrastructure for enabling business capabilities.

This phase began on June, 2000, and ended on October, 2000.

Electronic ID Architecture - The Student Financial Assistance Modernization program has numerous projects currently in progress across each SFA business unit. Many of these projects are developing solutions, designs, and pilots that address “paperless” processing of business transactions. It is apparent from these multiple “paperless” pilots that there is an immediate need for an Enterprise-wide Electronic Identification (E-ID) framework. The E-ID framework would ensure that there is an overall framework defined to coordinate pilot evaluations and technical approaches, and to serve as a focal-point for information dissemination within SFA and the SFA community.

The long-term purpose of this project is to bring together a framework to develop and approve a methodology, review technology alternatives, and offer SFA a focal-point for E-ID integration and “paperless” projects. The short-term purpose of this project is to provide a systematic review of the current “paperless” pilots/projects under consideration and develop a plan that recommends

SFA – Modernization Partner
Integrated Sequencing Plan

prioritization and sequencing of these projects. E-ID needs to be integrated into the modernized SFA infrastructure.

A key component of the Electronic ID architecture will be Single Sign-On technology. This component enables SFA customers and employees to securely and automatically access Web based data. This provides the target audience – Schools, Students, and Financial partners – with:

- Easier access to SFA information
- “One” password to remember
- Easier navigation between multiple systems

The start date is 11/15/2000 and the end date is 8/15/2001.

Post-Implementation – This phase will begin after the technical and E-ID architectures have been implemented. This phase will carry out the proposed security management support.

A continuing cycle of risk assessments, documentation and reporting leaves the current staff with too many challenges, absent contractor support or additional personnel. The existing and future personnel also need information security guidance and training to be ready to meet future work tasks. This phase will continue addressing these ongoing business needs.

This phase will be ongoing.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Integrated Technical Architecture	<ul style="list-style-type: none"> • Integrated Technical Architecture Implementation 	<ul style="list-style-type: none"> • 10/00
Electronic ID Architecture	<ul style="list-style-type: none"> • Electronic Identification Business Process Review 	<ul style="list-style-type: none"> • 11/03/00
	<ul style="list-style-type: none"> • E-ID Recommendations 	<ul style="list-style-type: none"> • 12/08/00
	<ul style="list-style-type: none"> • E-ID Architecture Implementation • 	<ul style="list-style-type: none"> • TBD
	<ul style="list-style-type: none"> • Single Sign On Technology Implementation 	<ul style="list-style-type: none"> • TBD
Post-Implementation	<ul style="list-style-type: none"> • Security Management Support 	<ul style="list-style-type: none"> • Ongoing

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that Security Architecture will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how Security Architecture will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
Integrated Technical Architecture	<ul style="list-style-type: none"> Integrated Technical Architecture 	<ul style="list-style-type: none"> Standardized, reusable infrastructure for enabling business capabilities Reduction of custom-built, siloed applications. Foundation for CMM Level 3 Automated processing 	<ul style="list-style-type: none"> Comply with Legislative Mandate Improved Employee & Customer Satisfaction Lower Unit Cost
Electronic ID Architecture	<ul style="list-style-type: none"> E-ID Framework 	<ul style="list-style-type: none"> An objective analysis of benefits, technology and non-technology requirements, channel interdependencies, costs, channel responsibilities, and risks E-ID Approach Overall E-ID framework defined 	<ul style="list-style-type: none"> Comply with Legislative Mandate Improve Employee and Customer Satisfaction Lower Unit Cost
	<ul style="list-style-type: none"> Single Sign On 	<ul style="list-style-type: none"> A focal-point for information dissemination within SFA and the SFA community 	
	<ul style="list-style-type: none"> Authentication Gateway 	<ul style="list-style-type: none"> PINs Passwords Personal URLs Smart Cards "I Agree" Buttons Digital Signatures Biometrics 	
Post-Implementation	<ul style="list-style-type: none"> Security Management Support 	<ul style="list-style-type: none"> Personnel Support Training 	<ul style="list-style-type: none"> Improve Employee and Customer Satisfaction

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Phase	Benefit	Performance Goals	Performance Metric & Plan
Integrated Technical Architecture	<ul style="list-style-type: none"> • Standardized, reusable infrastructure for enabling business capabilities 	<ul style="list-style-type: none"> • Comply with Legislative Mandate • Increased Customer and Employee Satisfaction • Lower unit cost 	<ul style="list-style-type: none"> • Verify enabling of Internet, Integration, Data Warehouse and Security applications • Since there is no current capability, no existing quantifiable baseline of employee and customer satisfaction is possible to measure • Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment • Assess unit costs prior to deployment • Measure costs after deployment
	<ul style="list-style-type: none"> • Reduction of custom-built, siloed applications. 	<ul style="list-style-type: none"> • Increased Customer and Employee Satisfaction • Lower unit cost 	<ul style="list-style-type: none"> • Since there is no current capability, no existing quantifiable baseline of employee and customer satisfaction is possible to measure • Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment • Assess unit costs prior to deployment • Measure costs after deployment
	<ul style="list-style-type: none"> • Foundation for CMM Level 3 	<ul style="list-style-type: none"> • Increased Customer and Employee Satisfaction • Lower unit cost 	<ul style="list-style-type: none"> • Since there is no current capability, no existing quantifiable baseline of employee and customer satisfaction is possible to measure • Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment • Assess unit costs prior to deployment • Measure costs after deployment

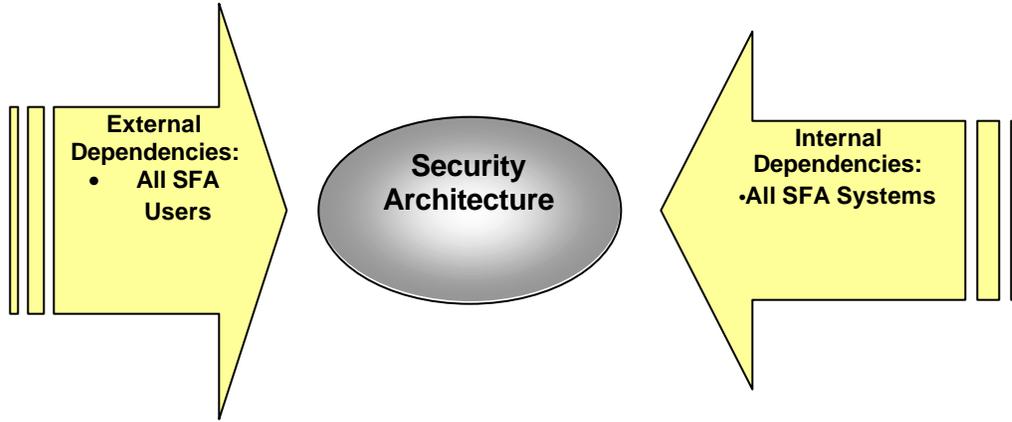
SFA – Modernization Partner
Integrated Sequencing Plan

	<ul style="list-style-type: none"> Automated processing 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction Lower unit cost 	<ul style="list-style-type: none"> Since there is no current capability, no existing quantifiable baseline of employee and customer satisfaction is possible to measure Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment Assess unit costs prior to deployment Measure costs after deployment
Electronic ID Architecture	<ul style="list-style-type: none"> E-ID Approach Overall E-ID framework defined A focal-point for information dissemination within SFA and the SFA community PINs Passwords Personal URLs Smart Cards "I Agree" Buttons Digital Signatures Biometrics 	<ul style="list-style-type: none"> Comply with Legislative Mandate 	<ul style="list-style-type: none"> JFMIP Compliance
		<ul style="list-style-type: none"> Improve Employee and Customer Satisfaction 	<ul style="list-style-type: none"> Since there is no current capability, no existing quantifiable baseline of employee and customer satisfaction is possible to measure Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment
		<ul style="list-style-type: none"> Aggregate Risk Assessments for the 11 systems for a total cost of \$200K 	<ul style="list-style-type: none"> Assess unit costs prior to deployment Measure costs after deployment
Post-Implementation	<ul style="list-style-type: none"> Personnel Support Training 	<ul style="list-style-type: none"> Improve Employee and Customer Satisfaction 	<ul style="list-style-type: none"> Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of Security Architecture is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Phase	Capability	Dependent System/Group	Explanation of Dependency
Integrated Technical Architecture	<ul style="list-style-type: none"> Integrated Technical Architecture 	<ul style="list-style-type: none"> All SFA Systems All SFA Users 	<ul style="list-style-type: none"> Since security will be implemented enterprise-wide across all systems, all users will be affected.
Electronic ID Architecture	<ul style="list-style-type: none"> E-ID Framework Single Sign On Authentication Gateway 		
Post-Implementation	<ul style="list-style-type: none"> Security Management Support 		

SFA – Modernization Partner
Integrated Sequencing Plan

CIO Area: Cross-Channel Enabling Technology Initiative Enterprise Information Technical Architecture (ITA)

TO #16

BC-FY01-07

BC-FY01-16

BC-FY01-17

Purpose

The office of Student Financial Assistance is moving towards a service-oriented architecture that will enable its modernized business capabilities. Through previous work, SFA has developed a technical architecture framework and identified the technology services required to enable migration to the new, modernized environment. The Integrated Technical Architecture will be the technical foundation that will support all of the Modernization Program's re-engineered business process and systems improvements.

The objectives of this project are:

- Design, build and integrate the technical services, infrastructure, and components required to enable the development of future business applications
- Adhere to enterprise technical standards and promote a reusable infrastructure for integrating disparate systems within SFA
- Demonstrate the technology capability of an Integrated Technical Architecture
- Create detailed policies and procedures for use with the Integrated Technical Architecture.

Implementation

The Integrated Technical Architecture is a strategic component of the overall SFA enterprise architecture. It is comprised of four core architecture domains: Internet, Integration, Data Warehouse and Security. The technical architecture will have two phases.

Phase I - In this phase, Release 1.0 of the Integrated Technical Architecture will be delivered.

Release 1.0 of the Integrated Technical Architecture is the building block for future phases of the technical architecture. Once the core technology components are in place, SFA business capabilities will be able to begin building on top of the Integrated Technical Architecture.

The Integrated Technical Architecture will provide a standardized, reusable infrastructure for enabling business capabilities. The technical architecture will provide the foundation for SFA to move towards a Capability Maturity Model Level 3 rating.

Phase II – This phase will build upon this Release 1.0 to add new technology capabilities as required.

The purpose of this phase is to achieve the long-term vision of providing an integrated, enterprise-wide technical architecture that enables SFA to reduce the number of custom-built, siloed applications that are difficult to update and maintain. Phase II will enhance Release 1.0 as existing systems are modified or retired, and new packaged or Internet-based applications are added to the SFA environment.

SFA – Modernization Partner
Integrated Sequencing Plan

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	<ul style="list-style-type: none"> • Legacy System Inventory Report 	<ul style="list-style-type: none"> • 06/09/00
	<ul style="list-style-type: none"> • Integrated Technical Architecture Detailed Design 	<ul style="list-style-type: none"> • 07/21/00
	<ul style="list-style-type: none"> • Java Coding Standards 	<ul style="list-style-type: none"> • 07/07/00
	<ul style="list-style-type: none"> • Integrated Technical Architecture Organizational Operations Approach 	<ul style="list-style-type: none"> • 07/07/00
	<ul style="list-style-type: none"> • Technical Infrastructure/ Procurement Report 	<ul style="list-style-type: none"> • 06/09/00
	<ul style="list-style-type: none"> • Software Installation/ Configuration Report 	<ul style="list-style-type: none"> • 07/21/00
	<ul style="list-style-type: none"> • Integrated Technical Architecture Build and Test 	<ul style="list-style-type: none"> • 09/29/00
Phase II	<ul style="list-style-type: none"> • Post Release 1.0 Operations Support 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • Post Release 1.0 Architecture Updates 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • Technical Architecture Planning 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • Technical Architecture Standards and Governance 	<ul style="list-style-type: none"> • Ongoing

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that EA will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how EA will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
Phase I	<ul style="list-style-type: none"> Stable, integrated technical architecture, products, and services for the Internet, Integration, Data Warehouse and Security architectures 	<ul style="list-style-type: none"> Standardized, reusable infrastructure for enabling business capabilities Reduction of custom-built, siloed applications. Foundation for CMM Level 3 Automated processing 	<ul style="list-style-type: none"> Increase Employee Satisfaction Increase Customer Satisfaction Lower Unit Cost
Phase II	<ul style="list-style-type: none"> Post Release 1.0 Operations Support, Updates, and Planning 	<ul style="list-style-type: none"> Provide maintenance support and enhancements for existing architecture 	<ul style="list-style-type: none"> Increase Employee Satisfaction Increase Customer Satisfaction Lower Unit Cost
	<ul style="list-style-type: none"> Technical Architecture Standards and Governance 	<ul style="list-style-type: none"> Provide standardized tools, architecture, processes, and technology for new applications, future implementations, and product planning and evaluation 	<ul style="list-style-type: none"> Increase Employee Satisfaction Increase Customer Satisfaction Lower Unit Cost

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Phase	Benefit	Performance Goals	Performance Metric & Plan
Phase I	<ul style="list-style-type: none"> Standardized, reusable infrastructure for enabling business capabilities 	<ul style="list-style-type: none"> Comply with Legislative Mandate Increased Customer and Employee Satisfaction Reduce unit cost 	<ul style="list-style-type: none"> Verify enabling of Internet, Integration, Data Warehouse and Security applications Since there is no current capability, no existing quantifiable baseline of employee and customer satisfaction is possible to measure Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment Assess unit costs prior to deployment Measure costs after deployment
	<ul style="list-style-type: none"> Reduction of custom-built, siloed applications. 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction Reduce unit cost 	<ul style="list-style-type: none"> Since there is no current capability, no existing quantifiable baseline of employee and customer satisfaction is possible to measure Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment Assess unit costs prior to deployment Measure costs after deployment
	<ul style="list-style-type: none"> Foundation for CMM Level 3 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction Reduce unit cost 	<ul style="list-style-type: none"> Since there is no current capability, no existing quantifiable baseline of employee and customer satisfaction is possible to measure Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment Assess unit costs prior to deployment Measure costs after deployment

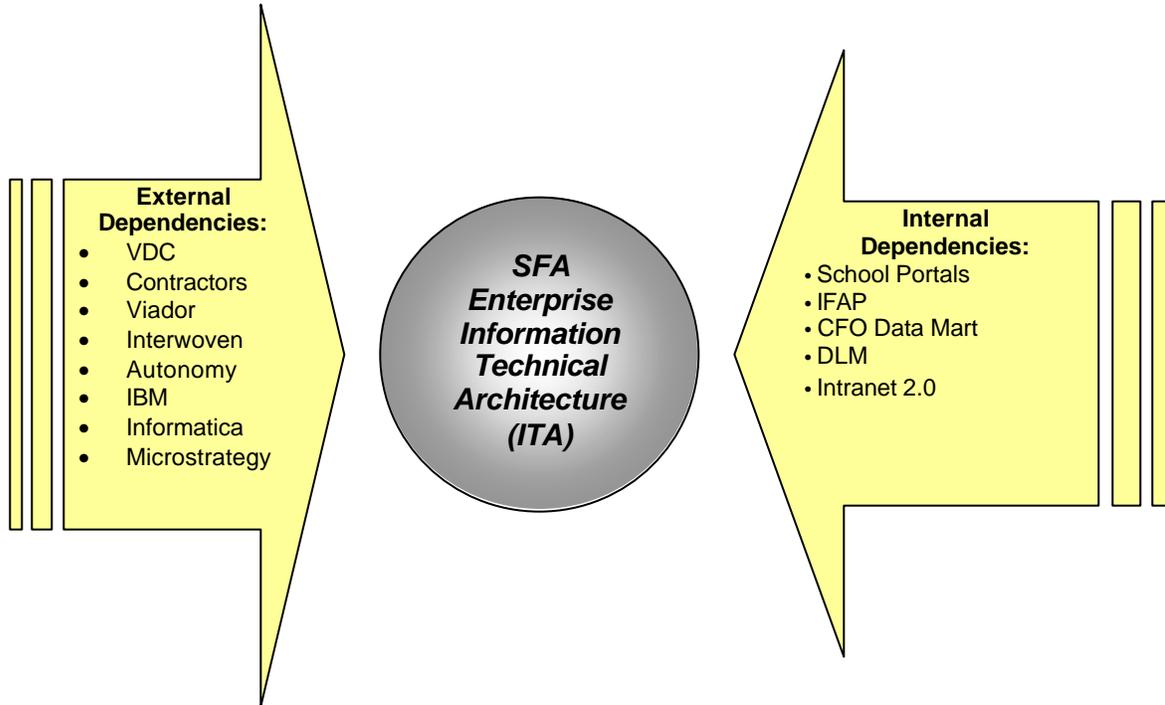
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	<ul style="list-style-type: none"> Automated processing 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction Reduce unit cost 	<ul style="list-style-type: none"> Since there is no current capability, no existing quantifiable baseline of employee and customer satisfaction is possible to measure Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment Assess unit costs prior to deployment Measure costs after deployment
Phase II	<ul style="list-style-type: none"> Provide maintenance support and enhancements for existing architecture 	<ul style="list-style-type: none"> Comply with Legislative Mandate Increased Customer and Employee Satisfaction Reduce unit cost 	<ul style="list-style-type: none"> Verify enabling of Internet, Integration, Data Warehouse and Security applications Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment Assess unit costs prior to deployment Measure costs after deployment
	<ul style="list-style-type: none"> Provide standardized tools, architecture, processes, and technology for new applications, future implementations, and product planning and evaluation 	<ul style="list-style-type: none"> Comply with Legislative Mandate Increased Customer and Employee Satisfaction Reduce unit cost 	<ul style="list-style-type: none"> Verify enabling of Internet, Integration, Data Warehouse and Security applications Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment Assess unit costs prior to deployment Measure costs after deployment

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of EA is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Phase	Capability	Dependent System/Group	Explanation of Dependency
Phase I	<ul style="list-style-type: none"> Enterprise Architecture Environment 	<ul style="list-style-type: none"> School Portals IFAP CFO Data Mart DLM Intranet 2.0 VDC Contractors Viador Interwoven Autonomy IBM Informatica Microstrategy 	<ul style="list-style-type: none"> These systems and groups will have to conform to the standards and processes built into the Enterprise Architecture Environment.
Phase II	<ul style="list-style-type: none"> Enterprise Architecture Environment 	<ul style="list-style-type: none"> School Portals IFAP FAFSA on the Web CFO Data Mart DLM Intranet 2.0 VDC Contractors 	<ul style="list-style-type: none"> These systems and groups will have to conform to the standards and processes built into the Enterprise Architecture Environment.

SFA – Modernization Partner
Integrated Sequencing Plan

		<ul style="list-style-type: none">• Viador• Interwoven• Autonomy• IBM• Informatica• Microstrategy	
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CIO Area: SFA Enterprise Portal Strategy and Product Selection *Web Portal Infrastructure*

BC-FY01-03

Purpose

SFA is comprised of over 1,500 employees serving multiple customer segments, including but not limited to schools, financial partners, students and third party vendors. Currently, both SFA employees and customers access information in many different ways. This information is communicated and/or exchanged via more than 15 web sites connected to multiple back-end systems, other electronic processes, as well as written and verbal communications. It is important that all employees have access to the same information and this information is communicated to the SFA customers in a similar manner. For the SFA customers, it is important that one central and consistent source be available for communications with SFA.

Business Challenges:

- No single repository of information for employees and customers
- Multiple applications and systems for internal and external use (whether for admin activities or for SFA business processes)
- Multiple communication methods with no process for consistency
- No collaboration space for employees (internal) or with customers
- No method for knowledge transfer or management of corporate knowledge assets for SFA
- No true standard for SFA web site development or branding
- Manual processes with multiple hand-offs exist today for T&Es and several other functions
- Information from business systems not readily available, requires signing on to multiple systems
- Lack of proactively pushing information relevant to an employees job function
- Lack of personalization for SFA site users, internal and external
- Employees are unable to access information anytime / anywhere from any device
- Information is hard to find across multiple sources
- No single strategy for implementing web-based applications or web front ends to complex back end business processes

Portal technology can help to solve the business challenges described above. The strategy will focus on how SFA can develop an enterprise repository that can include all business processes and be tailored to individual employee or customer needs. It will allow for a way to ensure standardizing content management.

SFA has started several web efforts during the past year, but there is no overarching strategy and guidance for these efforts. With the emergence and continued development and growth of portal technology, as well as SFA's diverse needs, it is necessary that a comprehensive strategy be adopted for portal and web development to avoid stove pipe web products that are unable to communicate with one another. With an enterprise strategy in an environment where technology is rapidly advancing, any changes to enterprise standards would be available to future portal projects.

Also, this initiative will ensure that SFA's Internet architecture is not flawed. In doing so this initiative would provide a sound architectural foundation upon which to build applications. If the architecture were flawed it would be impossible to re-engineer; it would then need to be rebuilt at a much greater economical cost.

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Integrated Sequencing Plan

Implementation

The scope of the SFA Enterprise Web Portal Strategy and Product Selection initiative includes the following:

- Further evaluation of the business problem through requirements gathering for employee needs and customer needs
- Definition of portal in terms of SFA (immediate, so communication can be consistent throughout the organization very quickly) for both enterprise communications as well as web based access to application systems.
- Analysis of SFA's multiple web sites and how they should be run in the future in relation to the portal
- Analysis of SFA's need for knowledge/asset management
- Analysis of SFA's need for personalization (role-based views) and collaboration, internally and externally; including a look at methods that already exist today
- Analysis of SFA's need for search capabilities, internally and externally
- Analysis of SFA's need for content management on web sites
- Analysis of skills needed within SFA and through contractors for development and management of a portal
- Evaluation of portal products – keeping in mind that customization should be minimal (less than 20%) and if necessary, SFA must drive to make business processes fit within the product
- Analysis of products and services that can be made more accessible to customers and employees via portal technology.

This initiative also include the following, but in conjunction with the indicated group:

- Analysis of potential links into legacy data and the currency of that data – in conjunction with the EAI effort through CIO's IT Management group and Data Standardization IPT
- Analysis of single sign on – in conjunction with the Electronic ID Mad Dog team lead by CIO's IT Management and Innovations groups
- Analysis of standardized architecture for portals – in conjunction with CIO's IT Management group
- Analysis of the Department of ED's overall portal strategy and how it fits with SFA – in conjunction with ED's CIO
- Analysis of standardized look and feel for all SFA portal and web activity – in conjunction with Communications

Other items for consideration include:

- SFANet – use of Interwoven and current work plans
- School Portal – use of Interwoven, Autonomy and Viador, and current work plans
- Financial Partners Portal – poised to start requirements on January 1, 2001
- Students Portal – poised to start requirements; also students.gov already exists
- Electronic Document Management Mad Dog
- CRM initiative – analysis of CRM activities and web access through a Portal to offer products and services through web.

The strategy must present SFA with a framework for building a unified portal to reach employees and all customers. The strategy phase includes high level enterprise requirement analysis but should also look at standardized ways to gather requirements for each phase portal development (to be done with the various channels). Products will be evaluated and selected to meet SFA's high level needs. Within product selection, it is important to note that development team training and access to product experts will be important especially considering the tight timeframe. The strategy must acknowledge risks associated with adopting an enterprise wide strategy and how those risks can be mitigated. It must

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also be flexible to the changing technological environment and the changing needs of SFA. This strategy should be a long term for an enterprise portal architecture at SFA.

The Student Portal development is slated to start in the first half of 2001 and an IPT will be formed to develop more detailed requirements for this portal.

An optional future item includes the transitioning of SFANet to a corporate portal.

Key phases and milestones are noted below:

- **Strategy and Product Selection** – Start immediately following IRB approval. Duration is 10-12 weeks.
- **Financial Partners Portal development** - Start around April 1, 2001. Duration will be dependent upon detailed requirements but likely 12 – 16 weeks.
- **Students Portal development** – Start in early 2001. Duration will be dependent upon detailed requirements but likely 12 – 16 weeks.
- **SFANet to Corporate Portal (optional)** – Start in early 2001. Duration will be dependent upon detailed requirements but likely 12 – 16 weeks.

The table below illustrates the major milestones of each phase and their respective dates. Phase I is being planned to start in November, 2000 and Phase II is being planned to start in March, 2001.

Phase	Milestones	Milestone Dates
Portal Strategy	• Portal Strategy	• March, 2001
	• Post Implementation Review	• January, 2001
FP/Students/Intranet Portal Development	• Financial Partners Portal	• Winter, 2001 (TBD)
	• Students Portal	• Winter, 2001 (TBD)
	• Intranet Portal	• Winter, 2001 (TBD)

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Business Capabilities and Project Goals

The capabilities that Web Portal Infrastructure will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how Web Portal Infrastructure will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
Portal Strategy & Product Selection	<ul style="list-style-type: none"> • Enterprise strategy for future portal development, integration with other Web initiatives and common processes for access with other systems to achieve eServicing objectives. 	<ul style="list-style-type: none"> • Cost avoidance or minimization through enterprise-wide effort providing requirements gathering, product review and selection, and a sound internet architecture. • Costs associated with integration efforts experienced elsewhere at SFA can be avoided with the establishment of enterprise standards. • Eliminating the need to maintain 15 to 18 websites in equally different ways as well as 3 different portal types would decrease the overall maintenance costs. 	<ul style="list-style-type: none"> • Lower Unit Cost
		<ul style="list-style-type: none"> • Eliminate the need for customers having to use multiple applications and Ids to locate and retrieve needed information. • Enterprise infrastructure and standards will allow a Web Portal to pull data from one repository and thus avoid inconsistencies in information being viewed by our customers. • Customers will be able to use portals as their desktop and personalize it to meet their individual needs and preferences. • Promotes and facilitates more efficient and effective collaboration/partnering between SFA customers and SFA employees. 	<ul style="list-style-type: none"> • Increase Customer Satisfaction

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		<ul style="list-style-type: none">• Eliminate the need to locate and retrieve information using multiple applications, but rather providing a single repository for meeting information needs.• Employees can use the portal as their desktop and personalize it to meet their individual needs and preferences.• Promotes and facilitates more efficient and effective collaboration and knowledge sharing between employee and employee as well as employee and customer.	<ul style="list-style-type: none">• Increase Employee Satisfaction
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Project Performance Plan and Measures

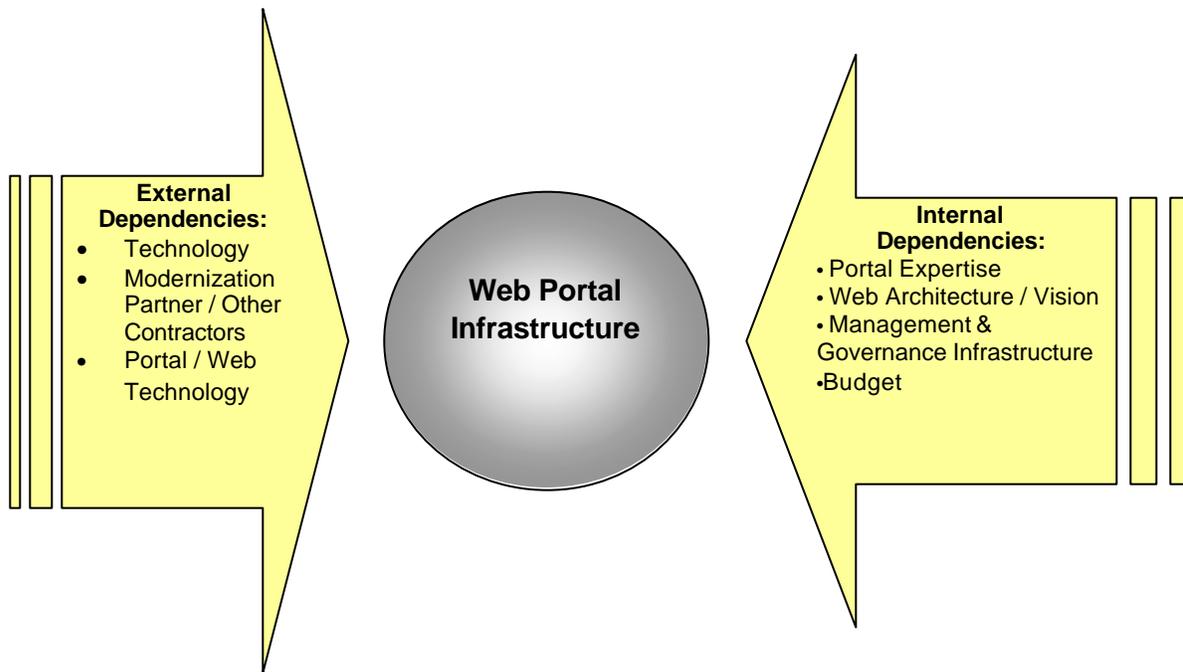
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Phase	Benefit	Performance Goal	Performance Metric & Plan
Portal Strategy & Product Selection	<ul style="list-style-type: none"> • Cost avoidance or minimization through enterprise-wide effort providing requirements gathering, product review and selection, and a sound internet architecture. • Costs associated with integration efforts experienced elsewhere at SFA can be avoided with the establishment of enterprise standards. • Eliminating the need to maintain 15 to 18 websites in equally different ways as well as 3 different types portals would decrease the overall maintenance costs. 	<ul style="list-style-type: none"> • Lower Unit Cost 	<ul style="list-style-type: none"> • Assess unit costs prior to deployment • Measure lower unit cost for CFO after deployment (KPIs to be determined)
	<ul style="list-style-type: none"> • Eliminate the need for customers having to use multiple applications and lds to locate and retrieve needed information. • Enterprise infrastructure and standards will allow a Web Portal to pull data from one repository and thus avoid inconsistencies in information being viewed by our customers. • Customers will be able to use portals as their desktop and personalize it to meet their individual needs and preferences. • Promotes and facilitates more efficient and effective collaboration/partnering between SFA customers and SFA employees. 	<ul style="list-style-type: none"> • Increase Customer Satisfaction 	<ul style="list-style-type: none"> • Since there is no current capability, no existing quantifiable baseline of customer satisfaction is possible to measure • Conduct a customer satisfaction survey to measure customer satisfaction post-deployment (KPIs and dates to be determined)
	<ul style="list-style-type: none"> • Eliminate the need to locate and retrieve information using multiple applications, but rather providing a single repository for meeting information needs. • Employees can use the portal as their desktop and personalize it to meet their individual needs and preferences. • Promotes and facilitates more efficient and effective collaboration and knowledge sharing between employee and employee as well as employee and customer. 	<ul style="list-style-type: none"> • Increase Employee Satisfaction 	<ul style="list-style-type: none"> • Since there is no current capability, no existing quantifiable baseline of employee satisfaction is possible to measure • Conduct an employee satisfaction survey to measure employee satisfaction post-deployment (KPIs and dates to be determined)

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Interdependencies

The successful implementation of Web Portal Infrastructure is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort. The risks are noted in the table below:



The dependencies are listed below:

Phase	Capability	Dependent System/Group	Explanation of Dependency
All	<ul style="list-style-type: none"> Enterprise strategy for portal development, integration with other Web initiatives and common processes for access with other systems to achieve eServicing objectives. 	<ul style="list-style-type: none"> Technology Modernization Partner / Other Contractors Portal / Web Technology 	<ul style="list-style-type: none"> The portal strategy will provide a common approach and product selection that can be utilized in development efforts.
		<ul style="list-style-type: none"> Budget 	<ul style="list-style-type: none"> Cost overruns due to rework and more than expected customization.
		<ul style="list-style-type: none"> Portal / Web Technology 	<ul style="list-style-type: none"> Product selected requires more than 20% targeted customization resulting in cost overruns and schedule delays. Selection of the 'wrong' COTS tool for the SFA environment.
		<ul style="list-style-type: none"> Management & Governance Infrastructure 	<ul style="list-style-type: none"> 'Scope creep' All customer segments will want a 'total' portal all at once.

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Integrated Sequencing Plan

		<ul style="list-style-type: none">• Portal Expertise• Management & Governance Infrastructure	<ul style="list-style-type: none">• Allocation of resources.• Selection of wrong company for strategy
		<ul style="list-style-type: none">• Web Architecture / Vision	<ul style="list-style-type: none">• SFA user community may not be ready for the portal concept.



CIO Area: Enhance SFA Intranet ***Enhance SFA Intranet***

TO #9

Purpose

The purpose of the Enhance SFA Intranet project is to implement a communication vehicle to the 1200 SFA employees in order to increase customer and employee satisfaction. The project will achieve its purpose by providing assistance in the buildout of the SFA Intranet and documenting the Intranet technical standards to be used for future development of the Intranet. Future phases of the project will build on this Intranet application.

Implementation

The project will be executed in two phases: SFA Intranet Release 2.0 and Intranet Operations.

SFA Intranet Release 2.0

The goal of the SFA Intranet Release 2.0 is to complete the development of web pages for the SFA organization including:

- Develop the content design for SFA channels and offices including graphics for the second level home pages
- Populate approximately 300 pages with content provided by the channels and offices.
- Configure the Autonomy search engine to support boolean and natural language queries on the Intranet.
- Convert the Intranet to the SFA Standard Internet Architecture

The project scope includes gathering content requirements from SFA channels and offices: Students, Schools, Financial Partners, CFO, SFA University, Ombudsman, Analysis, Human Resources, and Contracting and Acquisitions for an initial set of content to be included in Release 2.0. Release 2.0 consists of “publishing” web content for 300 web pages. Release 2.0 will not include the integration with other data systems or servers outside the Intranet . The design of the Intranet is based on the approved SFA Standard Internet Architecture and provides the flexibility to accommodate additional content and data integration in future releases.

Release 2.0 also includes the conversion from the interim environment which includes the Netscape 3.6 web server on an HP L-class server to IBM Websphere on a Sun Solaris server to begin to move toward the approved SFA Standard Internet Architecture. The target architecture includes IBM Websphere, Autonomy search engine, , and Netscape LDAP software on a Sun Solaris server.

SFA Intranet Operations

The SFA Intranet Operations project will:

- Transition the Intranet from development to operations by defining and implement the applications operations organization, tools and processes required to run and maintain the intranet.
- Operate the Intranet to continue to realize and sustain the business value from the application.

Once in production, the Intranet Operations team will:

- Perform program management

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Integrated Sequencing Plan

- Conduct application maintenance (to include minor enhancements that require less than 80 hours of work)
- Manage Intranet content by publishing static and dynamic content
- Provide help desk support to Intranet users

The SFA Intranet Operations is currently scheduled to run through September 30, 2001. After September, 30, 2001, the applications operations of the intranet can either remain with the Modernization Partner as an extension to this work effort, or can be re-competed through a Request for Proposal.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Design	<ul style="list-style-type: none"> • Release 2.0 Intranet Content Design 	<ul style="list-style-type: none"> • 8/30/00
Build	<ul style="list-style-type: none"> • Release 2.0 Content Population • 	<ul style="list-style-type: none"> • 8/30/00 •
	<ul style="list-style-type: none"> • Release 2.0 Application Development Completed (SFA Intranet operating on the SFA Standard Internet Architecture) 	<ul style="list-style-type: none"> • 11/15/00
Operations	<ul style="list-style-type: none"> • Service Delivery Solution 	<ul style="list-style-type: none"> • 8/4/00
	<ul style="list-style-type: none"> • Collaborative Processes and Knowledge Sharing 	<ul style="list-style-type: none"> • TBD
	<ul style="list-style-type: none"> • Transactions 	<ul style="list-style-type: none"> • TBD
	<ul style="list-style-type: none"> • Workflows 	<ul style="list-style-type: none"> • TBD
	<ul style="list-style-type: none"> • Office Automations 	<ul style="list-style-type: none"> • TBD
	<ul style="list-style-type: none"> • Portal 	<ul style="list-style-type: none"> • TBD

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that the Intranet will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how Intranet will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
Build	<ul style="list-style-type: none"> Web-based Intranet 	<ul style="list-style-type: none"> Key communication vehicle to inform and educate its employees of programs, initiatives, and events in SFA 	<ul style="list-style-type: none"> Increase Customer Satisfaction Increase Employee Satisfaction
Operations	<ul style="list-style-type: none"> Service Delivery Solution 	<ul style="list-style-type: none"> Provide approach for providing Intranet applications operations. Provides enhancements and maintenance to Intranet 	<ul style="list-style-type: none"> Increase Customer Satisfaction Increase Employee Satisfaction
	<ul style="list-style-type: none"> Portal 	<ul style="list-style-type: none"> Improve technology and enhance performance in meeting business requirements 	<ul style="list-style-type: none"> Increase Customer Satisfaction Increase Employee Satisfaction

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plans and Measures

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

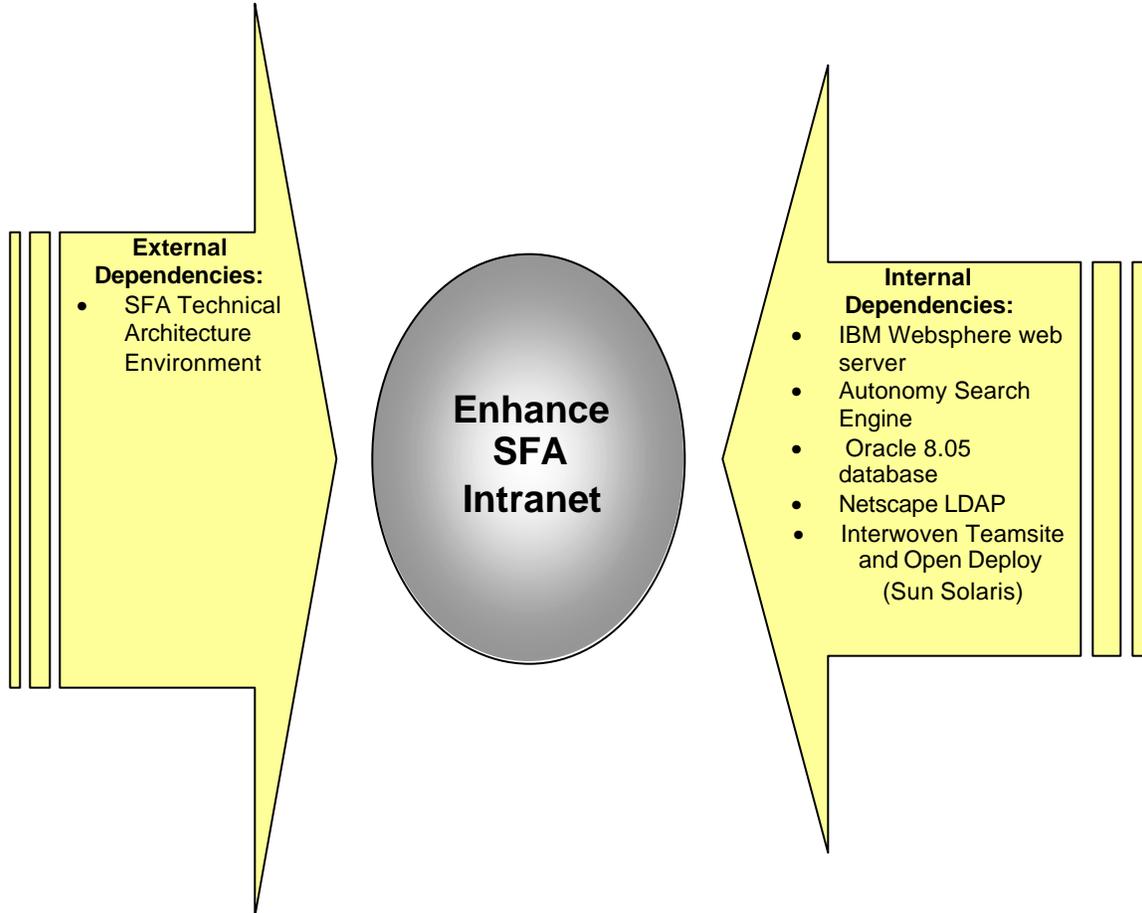
Phase	Benefit	Performance Goals	Performance Metric & Plan
Build	<ul style="list-style-type: none"> • Key communication vehicle to inform and educate its employees of programs, initiatives, and events in SFA 	<ul style="list-style-type: none"> • Increased Customer and Employee Satisfaction 	<ul style="list-style-type: none"> • Since there is no current capability, no existing quantifiable baseline of employee and customer satisfaction is possible to measure • Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment (KPIs and dates to be determined) • Ongoing Website reporting • Ongoing Site feedback mechanisms
Operations	<ul style="list-style-type: none"> • Provide approach for providing Intranet applications operations. 	<ul style="list-style-type: none"> • Increased Customer and Employee Satisfaction 	<ul style="list-style-type: none"> • Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction (KPIs and dates to be determined) • Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment (KPIs and dates to be determined) • Ongoing Website reporting • Ongoing Site feedback mechanisms
	<ul style="list-style-type: none"> • Provides enhancements and maintenance to Intranet 	<ul style="list-style-type: none"> • Increased Customer and Employee Satisfaction 	<ul style="list-style-type: none"> • Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction (KPIs and dates to be determined) • Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment (KPIs and dates to be determined)
	<ul style="list-style-type: none"> • Improve technology and enhance performance in meeting business requirements 	<ul style="list-style-type: none"> • Increased Customer and Employee Satisfaction 	<ul style="list-style-type: none"> • Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction (KPIs and dates to be determined) • Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment (KPIs and dates to be determined) • Ongoing Website reporting • Ongoing Site feedback mechanisms

SFA – Modernization Partner
Integrated Sequencing Plan

SFA – Modernization Partner
Integrated Sequencing Plan

Interdependencies

The successful implementation of Intranet is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Phase	Capability	Dependent System/Group	Explanation of Dependency
Build	<ul style="list-style-type: none"> • Web-based Intranet 	<ul style="list-style-type: none"> • IBM Websphere web server (Sun Solaris Server) • Autonomy Search Engine (Sun Solaris Server) • Oracle 8.05 database (HP Server) • Netscape LDAP (Sun Solaris server) LDAP users will be maintained as pertains to users of the intranet. • Interwoven Teamsite and Open Deploy (Sun Solaris) 	<ul style="list-style-type: none"> • The Intranet tools must integrate into the Enterprise Technical Architecture
Operations	<ul style="list-style-type: none"> • Web-based Intranet 	<ul style="list-style-type: none"> • IBM Websphere web server (Sun Solaris Server) • Autonomy Search Engine (Sun Solaris Server) • Oracle 8.05 database (HP Server) • Netscape LDAP (Sun Solaris server) LDAP users will be maintained as pertains to users of the intranet. • Interwoven Teamsite and Open Deploy (Sun Solaris) 	<ul style="list-style-type: none"> • The Intranet tools must integrate into the Enterprise Technical Architecture



CIO Area: Enhance SFA Intranet Content Management

TO #9, 34

Purpose

The office of Student Financial Assistance is launching several efforts that will utilize web-based content management technologies, including the SFA Intranet, Information for Financial Aid Professionals (IFAP) and the Schools Portal. One of the keys to the successful development and implementation of the website will be roll out of content management tools and processes.

The purpose of this project is to develop effective content management standards, processes and procedures for developing and publishing content to the SFA Intranet, IFAP and the Schools Portal. SFA selected Interwoven TeamSite as the tool for managing and deploying web content. To effectively use Interwoven TeamSite to manage web content, processes and procedures for managing web content using Interwoven TeamSite to consistently and efficiently create and deploy web content.

The primary goal of the Content Management project is to implement the technology and processes required to effectively manage web content for SFA.

Implementation

The main focus of this effort is to support the development of web content management processes and the configuration and implementation of Interwoven TeamSite, Open Deploy and Data Deploy to enable SFA to manage web content for the SFANet, IFAP and Schools Portal.

Content management processes will be designed by starting with baseline processes from the Interwoven and then customizing the processes to fit SFA's technical and organizational environment. Working with various SFA resources, the team will define roles and responsibilities for users, content managers and content developers as well as any interaction required from the application development and IT operation's organizations. Finally, job aids will be developed to assist the members of the organization in the overall content management processes. The SFA content managers and the Schools Channel Customer Service Call Center will be trained on the content management processes and Interwoven TeamSite.

Interwoven TeamSite, Open Deploy and Data Deploy will be installed and configured at the Virtual Data Center to support the functional requirements of the SFANet, IFAP and Schools Portal. Workflow and data templates will be developed and tested to enable non-technical employees to utilize the tool effectively. Integration testing will be performed to ensure that Interwoven successfully supports SFA web sites.

Content preparation standards will be packaged by leveraging existing resources (e.g. standards developed previously from EASI, EAI, the Department of Education, and web sites on industry standards.) The standards to be packaged include Style Guides, Accessibility, and Usability standards. Usability standards will include templates based on the Intranet "look and feel."

This effort will not include or address security standards or processes, configuration standards and processes, or any other standards/processes not specifically mentioned in this work effort's scope.

SFA – Modernization Partner
Integrated Sequencing Plan

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Build	<ul style="list-style-type: none"> • Content Preparation Standards 	<ul style="list-style-type: none"> • 3/31/00
	<ul style="list-style-type: none"> • Content Management Process Design 	<ul style="list-style-type: none"> • 4/21/00
	<ul style="list-style-type: none"> • Interwoven Product Validation and Content Shop Detailed Processes 	<ul style="list-style-type: none"> • 7/14/00
	<ul style="list-style-type: none"> • Channel and Office Process Flows 	<ul style="list-style-type: none"> • 9/29/00
	<ul style="list-style-type: none"> • Teamsite Job Aids and Training Plan 	<ul style="list-style-type: none"> • 10/20/00
	<ul style="list-style-type: none"> • Interwoven Content Management Configuration 	<ul style="list-style-type: none"> • 11/15/00
	<ul style="list-style-type: none"> • Content Management Rollout 	<ul style="list-style-type: none"> • 11/15/00
Operations	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD

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Business Capabilities and Project Goals

The capabilities that Content Management will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how Content Management will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
Build	<ul style="list-style-type: none"> Content Preparation Standards 	<ul style="list-style-type: none"> Ensures flexible and usable standards for style guide, accessibility, usability, and templates in SFA's current and future web environment 	<ul style="list-style-type: none"> Increased Customer Satisfaction Increase Employee Satisfaction Lower Unit Cost
	<ul style="list-style-type: none"> Defined Content Management Process and Related Job Aids and Training 	<ul style="list-style-type: none"> Defines high-level processes and SFA organizational roles and responsibilities and supports and trains SFA personnel on the content management tool and processes 	<ul style="list-style-type: none"> Increased Customer Satisfaction Increase Employee Satisfaction Lower Unit Cost
	<ul style="list-style-type: none"> Content Management tool (Interwoven) integrated into SFA's Environment 	<ul style="list-style-type: none"> Increased efficiency, usability, and configuration functionality 	<ul style="list-style-type: none"> Increased Customer Satisfaction Increase Employee Satisfaction Lower Unit Cost
Operations	<ul style="list-style-type: none"> Service Delivery Solution 	<ul style="list-style-type: none"> Provide enhancements and maintenance to Intranet Improve technology and enhance performance in meeting business requirements 	<ul style="list-style-type: none"> Increased Customer Satisfaction Increase Employee Satisfaction Lower Unit Cost
	<ul style="list-style-type: none"> Portal 	<ul style="list-style-type: none"> Provide enhancements and maintenance to Intranet Improve technology and enhance performance in meeting business requirements 	<ul style="list-style-type: none"> Increased Customer Satisfaction Increase Employee Satisfaction Lower Unit Cost

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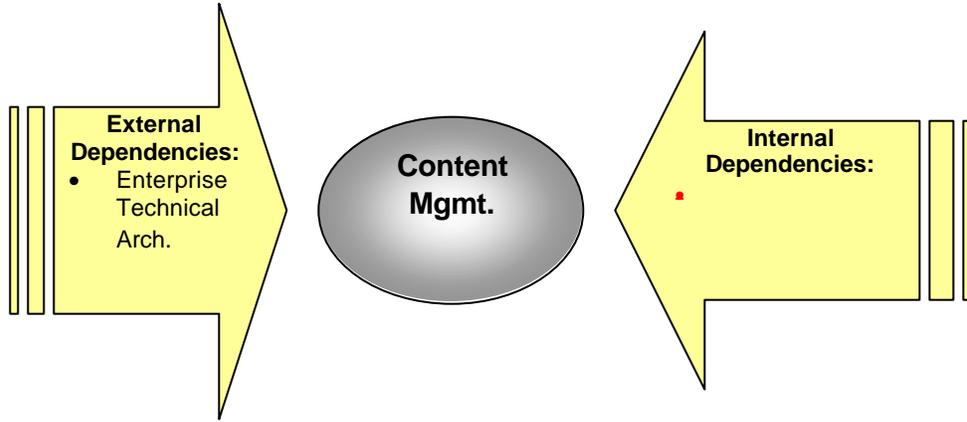
	<ul style="list-style-type: none"> Increased efficiency, usability, and configuration functionality 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction Reduce unit cost 	<ul style="list-style-type: none"> Since there is no current capability, no existing quantifiable baseline of employee and customer satisfaction is possible to measure (KPIs and dates to be determined) Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment(KPIs and dates to be determined) Assess unit costs prior to deployment Measure costs after deployment
Operations	<ul style="list-style-type: none"> Provide enhancements and maintenance to Intranet 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction 	<ul style="list-style-type: none"> Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction (KPIs and dates to be determined) Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment (KPIs and dates to be determined) Ongoing Website reporting Ongoing Site feedback mechanisms
	<ul style="list-style-type: none"> Improve technology and enhance performance in meeting business requirements 	<ul style="list-style-type: none"> Increased Customer and Employee Satisfaction 	<ul style="list-style-type: none"> Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction (KPIs and dates to be determined) Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment Ongoing Website reporting Ongoing Site feedback mechanisms

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Integrated Sequencing Plan

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Interdependencies

The successful implementation of Content Management is dependent on a number of external and internal dependencies. External dependencies include the ability to interface with external systems and organizations. Internal dependencies include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Phase	Capability	Dependent System/Group	Explanation of Dependency
Build	<ul style="list-style-type: none"> Content Preparation Standards Defined Content Management Process and Related Job Aids and Training Content Management tool (Interwoven) integrated into SFA's Environment 	<ul style="list-style-type: none"> Development of the technical architecture/environment for Interwoven 	<ul style="list-style-type: none"> The Content Management tools must integrate into the Enterprise Technical Architecture
Operations	<ul style="list-style-type: none"> Service Delivery Solution Portal 	<ul style="list-style-type: none"> Development of the technical architecture/environment for Interwoven 	<ul style="list-style-type: none"> The Content Management tools must integrate into the Enterprise Technical Architecture



CIO Area: Advanced Call Center/Relationship Management (Ombudsman) *Advanced Call Center/Relationship Management (Ombudsman)*

TO #16 Mod 1

Purpose

The purpose of the SFA Ombudsman project is to serve as the testing ground for implementing Customer Relationship Management (CRM) capability at SFA. The implementation will replace the case tracking system in use today and will enhance the ability to categorize case data for reporting. The objective is to identify potential improvements in existing SFA call center support systems, processes, and technology by performing initial requirements gathering and utilizing industry best practices in CRM management. The project will allow SFA to gain experience with development and implementation of a CRM toolset in order to shape future SFA CRM initiatives.

The Student Financial Aid (SFA) Ombudsman is a recent legislative mandated position with the mission of:

- Receiving and resolving complaints from borrowers of student financial assistance loans
- Compiling and analyzing data on borrower complaints and making recommendations for improvements
- Reporting annually on the activities and effectiveness of the Ombudsman

To address the business needs effectively, the Office of Student Financial Aid (OSFA) Ombudsman decided to implement Siebel's CRM software. This implementation will replace the existing case tracking system in use today and will:

- Categorize case data more fully for reporting purposes
- Allow for integration with SFA data bases such as NSLDS and other systems
- Provide work flow automation and scripting to aid Specialists in handling cases
- Provide extensive management reporting capability

Implementation

The Ombudsman project has established a phased approach to achieve its objectives. The timeframe for each phase, and a brief description is summarized below:

Phase I: This phase was completed on April, 2000. During this phase, the Modernization Partner team assisted in the preparation of the Ombudsman March 2000 Report and recommended a replacement system. This involved evaluation and selection of a CRM vendor and product to meet Ombudsman requirements. This phase ended with the selection of Siebel as the CRM software and the plan to develop and implement the Siebel CRM software.

Phase II: This phase began May, 2000 and was completed on October 30, 2000. The purpose of this phase is:

- Plan and coordinate the installation of the Siebel CRM software
- Customize and tailor the Siebel software to meet the Ombudsman requirements
- Plan and coordinate the conversion of current case tracking data to the new system
- Plan and coordinate the training of Ombudsman specialists
- Plan and implement reports to be produced by the new system

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Integrated Sequencing Plan

- Provide project management and coordination

Phase III: This phase is planned to begin with the ongoing operations support for the Ombudsman Case Tracking System (OCTS 2.0) on January 1, 2001. This phase will manage the new Ombudsman case tracking system in the operations phase. Any final modifications to Phase II will also be made during this phase. This phase will set out to monitor the application and continue to identify call center requirements as it relates to the Siebel system and SFA's goals and objectives.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	• Analysis Data Summary Report	• 3/31/00
	• Ombudsman CRM Vendor Recommendation Report	• 3/24/00
	• Implementation Plan for installing CRM and conversion from the OCTS	• 3/31/00
	• Final Project Status Report	• 4/07/00
Phase II	• Siebel environment report	• 7/17/00 (11/2/00)*
	• Siebel support and maintenance plan for development, testing, and production	• 7/17/00 (11/2/00)*
	• Siebel Implementation Specifications	• 5/15/00 (11/2/00)*
	• Siebel customization report	• 5/15/00 (11/13/00)*
	• Siebel testing report	• 7/17/00 (11/2/00)*
	• Data conversion specifications	• 6/5/00 (11/2/00)*
	• Data conversion report	• 7/17/00 (11/13/00)*
	• Siebel training materials and job aids	• 6/19/00 (11/2/00)*
	• Siebel training report	• 7/17/00 (11/13/00)*
	• Siebel report specifications	• 6/19/00 (11/2/00)*
	• Report on Siebel customized report testing	• 7/17/00 (11/2/00)*
	• Final project status report	• 7/31/00 (11/13/00)*
Phase III	Ombudsman Case Tracking System Operations Support	• 1/1/00

* Due to project delays, date milestone was actually achieved.

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Business Capabilities and Project Goals

The capabilities that Ombudsman will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how Ombudsman will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
Phase I	<ul style="list-style-type: none"> • CRM Evaluation and Implementation Plan 	<ul style="list-style-type: none"> • Identifies the best CRM technology to address SFA's business requirements 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Increase Customer Satisfaction • Lower Unit Cost
Phase II	<ul style="list-style-type: none"> • Siebel CRM System 	<ul style="list-style-type: none"> • Categorizes case data more fully for reporting purposes • Provides extensive management reporting capability • Provides work flow automation and scripting to aid Specialists in handling cases • Allows for integration with SFA databases such as NSLDS and other systems • Centralized case management software. • Utilization of centralized CRM software. 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Increase Customer Satisfaction • Lower Unit Cost
Phase III	<ul style="list-style-type: none"> • Operations 	<ul style="list-style-type: none"> • Enhance existing CRM technology • Defines future vision and strategy of CRM best practices for Ombudsman and SFA 	<ul style="list-style-type: none"> • Increase Employee Satisfaction • Increase Customer Satisfaction • Lower Unit Cost

SFA – Modernization Partner
Integrated Sequencing Plan

Project Performance Plan and Measures

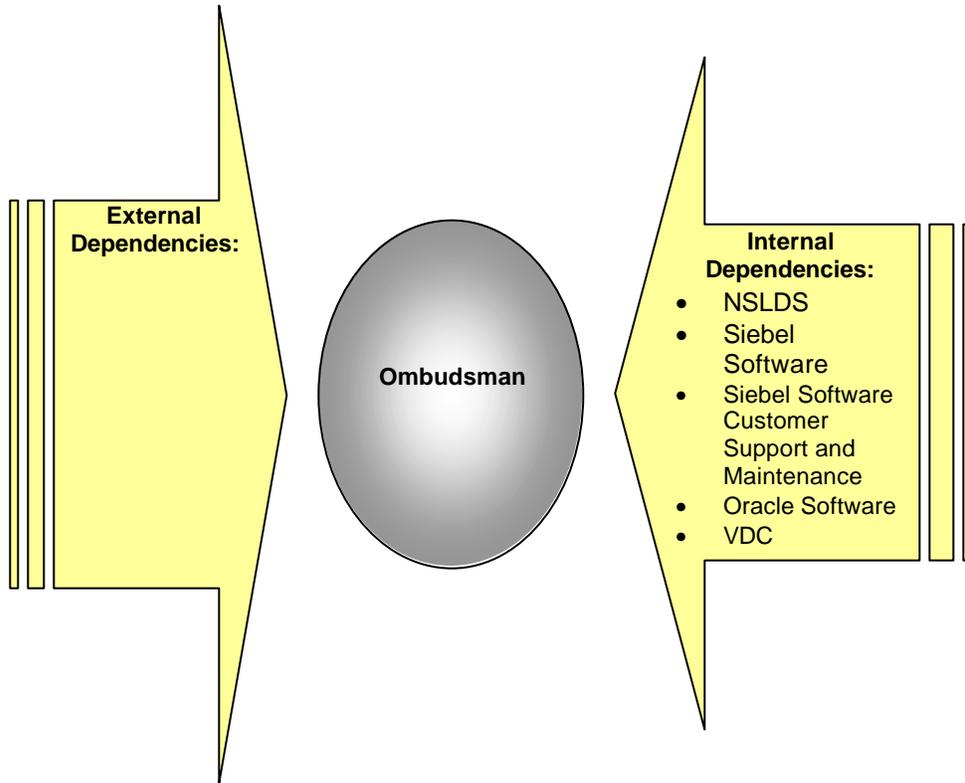
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Phase	Benefit	Performance Goals	Performance Metric & Plan
Phase II	<ul style="list-style-type: none"> • Categorizes case data more fully for reporting purposes • Provides extensive management reporting capability • Provides work flow automation and scripting to aid Specialists in handling cases • Integrates with SFA databases such as NSLDS and other systems • Centralized case management software • Utilization of centralized CRM software. 	<ul style="list-style-type: none"> • Increased Customer and Employee Satisfaction • Reduce unit cost 	<ul style="list-style-type: none"> • Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction (KPIs and dates to be determined) • Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment (KPIs and dates to be determined) • Assess unit costs prior to deployment (KPIs and dates to be determined) • Measure costs after deployment (KPIs and dates to be determined)
Phase III	<ul style="list-style-type: none"> • Enhance existing CRM technology 	<ul style="list-style-type: none"> • Increased Customer and Employee Satisfaction 	<ul style="list-style-type: none"> • Conduct an initial employee satisfaction survey to measure pre-deployment baseline of employee satisfaction (KPIs and dates to be determined) • Conduct an employee and customer satisfaction survey to measure employee and customer satisfaction post-deployment (KPIs and dates to be determined)
	<ul style="list-style-type: none"> • Defines future vision and strategy of CRM best practices for Ombudsman and SFA 	<ul style="list-style-type: none"> • Reduce unit cost 	<ul style="list-style-type: none"> • Assess unit costs prior to deployment (KPIs and dates to be determined) • Measure costs after deployment (KPIs and dates to be determined)

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Interdependencies

The successful implementation of Ombudsman is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The dependencies are listed below:

Phase	Capability	Dependent System/Group	Explanation of Dependency
Phase II and Phase III	<ul style="list-style-type: none"> • Siebel CRM System 	<ul style="list-style-type: none"> • Siebel Software • Siebel Software Customer Support and Maintenance • Oracle Software • VDC 	<ul style="list-style-type: none"> • The system is dependent on the necessary hardware, software, and installation to function.
	<ul style="list-style-type: none"> • Real time data sharing with NSLDS loan application 	<ul style="list-style-type: none"> • Either enterprise level middleware to enable the interface, or an upgrade to Siebel 2000 for use of EAI. 	<ul style="list-style-type: none"> • This capability is dependent on technology to enable a data interface with NSLDS.

CIO Area: Cross-Channel Enabling Technology Initiative

Data Architecture

Purpose

The purpose of this project is to maintain the Data Architecture organization as an integral part of the CIO organization. Initially, the Data Architecture organization's primary purpose is to establish an enterprise data architecture that can be used to support SFA IT modernization initiatives. Ultimately, the organization's purpose is to manage the enterprise data architecture and ensure its integrity over time.

This project provides the framework, guidance and support for managing data as an enterprise asset. Its purpose is to assess and recommend techniques and technologies that promote sound data management practices.

The objective of the Data Quality Management group is to ensure data is shareable across the enterprise, and that over time, data quality is improved and data is minimally redundant. The Data Quality Management group's vision is, "Knowledge, acquired from multiple sources, about the information assets of SFA is integrated and made available to both the business and technical communities via a common enterprise capability. Knowledge, once acquired, is easily reused."

Implementation

The Data Architecture function will be necessary as long as SFA continues to have an internal IT organization. The Data Architecture organization is an integral and permanent part of the SFA CIO organization. It involves data administration and data architecture functions.

In order to address the various systems-related and organizational complexities/dependencies, SFA has established a phased approach to implement data architecture. In addition, a phased approach will enable SFA to achieve measurable success in short, manageable time segments with definable and controllable milestones. The timeframe for each phase, and a brief description is summarized below:

Phase I: This phase involves the analysis, design, build, and implementation of the architecture. During this phase, SFA is developing the technological infrastructure necessary to achieve a standardized data architecture.

Phase II: This phase will start with the deployment of the SFA enterprise-wide data architecture. This phase will manage the data administration, operations, and data architecture functions.

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Integrated Sequencing Plan

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase I	• Data Quality Management Policies, Procedures and Standards	• 1/2001
	• Metadata Repository Procurement	• 2/2001
	• Metadata Repository Production Migration	• 4/1/2001
	• Data Standardization Products and Services Initial CEDM Delivery Validated/Enhanced CEDM and Data Mappings	• 1/2001 • ongoing
	• Legacy/Operational System Data Dictionaries Initial Delivery	• 1/2001
	• Project Support to IPTs	• Ongoing
	• Support to Systems Development Life Cycle (SDLC) Process Definition	• Ongoing
Phase II	• Data Administration	• Ongoing

SFA – Modernization Partner
Integrated Sequencing Plan

Business Capabilities and Project Goals

The capabilities that Data Architecture will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how Data Architecture will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
Phase I	<ul style="list-style-type: none"> Conceptual Enterprise Data Model & Legacy Mappings 	<ul style="list-style-type: none"> Speeds the analysis phase of any new development, including data warehousing/datamart, which reduces cycle times for new development and related costs. 	<ul style="list-style-type: none"> Reduce Unit Cost
	<ul style="list-style-type: none"> Metadata Repository 	<ul style="list-style-type: none"> Improves data quality by ensuring data is created, distributed, and maintained in a consistent manner. This reduces the cost of distributing data and reduces the need to fix inaccurate data. Facilitates impact analysis related to data changes that impact multiple systems, allowing investment review boards to evaluate data-related changes based on the cost to the enterprise rather than the project. Minimize customer complaints and maximize satisfaction based on an enterprise approach to Data Management Increased access to better quality data in a timelier manner. 	<ul style="list-style-type: none"> Increase Customer and Employee Satisfaction
Phase II	<ul style="list-style-type: none"> Enterprise Data Architecture 	<ul style="list-style-type: none"> Allows better business decisions due to improved data quality Ensures consistent results Facilitates the implementation of the EAI layer Positions the organization to move to an integrated database in the future if desired 	<ul style="list-style-type: none"> Reduce Unit Cost Increase Customer and Employee Satisfaction

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Project Performance Plan and Measures

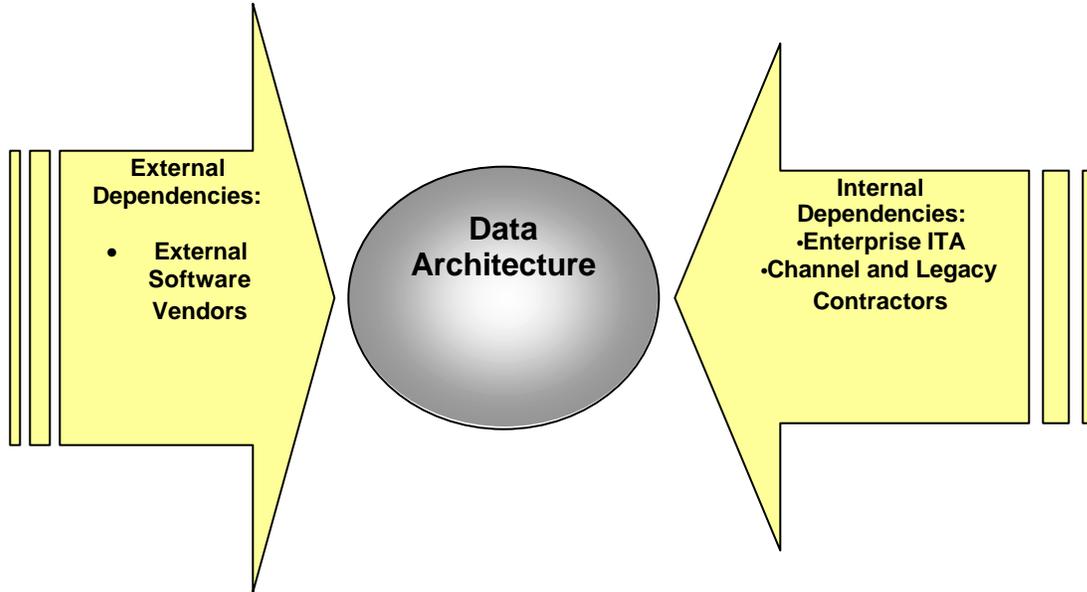
In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Phase	Benefit	Performance Goals	Performance Metric & Plan
Phase I	<ul style="list-style-type: none"> Speeds the analysis phase of any new development, including data warehousing/datamart, which reduces cycle times for new development and related costs. 	<ul style="list-style-type: none"> Reduce Data Analysis Costs 	<ul style="list-style-type: none"> Assess unit costs prior to deployment Measure costs after deployment
	<ul style="list-style-type: none"> Improves data quality by ensuring data is created, distributed, and maintained in a consistent manner. This reduces the cost of distributing data and reduces the need to fix inaccurate data. 		
	<ul style="list-style-type: none"> Facilitates impact analysis related to data changes that impact multiple systems, allowing investment review boards to evaluate data-related changes based on the cost to the enterprise rather than the project. 		
	<ul style="list-style-type: none"> Minimize customer complaints and maximize satisfaction based on an enterprise approach to Data Management 		
	<ul style="list-style-type: none"> Increased access to better quality data in a timelier manner. 	<ul style="list-style-type: none"> Increase employee satisfaction 	<ul style="list-style-type: none"> Conduct an employee satisfaction survey to measure employee satisfaction post-deployment (KPIs and dates to be determined)
Phase II	<ul style="list-style-type: none"> Allows better business decisions due to improved data quality 	<ul style="list-style-type: none"> Reduce Unit Cost Reduce volume of calls to Call Center Increase employee satisfaction 	<ul style="list-style-type: none"> Assess unit costs prior to deployment Measure costs after deployment Measure customer calls after deployment (KPIs and dates to be determined) Conduct an employee satisfaction survey
	<ul style="list-style-type: none"> Ensures consistent results 		
	<ul style="list-style-type: none"> Facilitates the implementation of the EAI layer 		
	<ul style="list-style-type: none"> Positions the organization to move to an integrated database in the future if desired 		

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Interdependencies

The successful implementation of Data Architecture is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



The external dependencies are listed below:

Phase	Capability	Dependent System/Group	Explanation of Dependency
Phase I and II	Conceptual Enterprise Data Model And Legacy Mappings	<ul style="list-style-type: none"> Channel and legacy contractors 	<ul style="list-style-type: none"> (internal)The contents of the CEDM and related mappings must be validated via usage in the IPTs for accuracy, completion and consensus on enterprise standard data decisions
	<ul style="list-style-type: none"> Meta-Data Repository 	<ul style="list-style-type: none"> External Software Vendor Enterprise ITA 	<ul style="list-style-type: none"> The meta-data repository software and related training, vendor consulting services must be procured Capability must integrate into standardized ITA

**SFA-Modernization Partner
Detailed Integrated Sequencing Plan**

CIO Area: IT Solution Framework Software Development Life Cycle (SDLC)

**TO # 32
BC-FY01-08**

Purpose

The Student Financial Assistance (SFA) organization has been working with the Modernization Partner to provide SFA with a comprehensive Information Technology Software Development Life Cycle (SDLC) methodology in the form of an operational handbook. This initiative also includes the development and delivery of SDLC orientation and training for various audiences within SFA. The outcome of Phase II will provide the necessary framework for continuous process improvement. Additional phases are in early planning stages to leverage the framework for specific types of development efforts including object-oriented development, customization and integration of commercial off the shelf (COTS) software.

The SDLC will guide development efforts associated with SFA modernization and facilitate the development of a repository of industry and SFA-specific best practices. SFA currently implements methodology through integrated product teams (IPTs). An IPT is defined as a multidisciplinary team leveraging different skills and competencies to address a business problem. The IPT processes were identified as a framework for the teams to use in defining a business problem and developing its solution. It is based on the SDLC but can be applied to any business situation. Feedback from its use and management reviews have indicated a need to convert these processes into a full and open SDLC that can be supported by SFA's standard development tools. The SDLC will also consist of an expanded set of roles and responsibilities. And finally, the SDLC will identify deliverables which will form the basis of customer signoffs and acceptance criteria.

Specifically the objectives of this project are to:

- Update the existing IPT process
- Develop a Deployment Plan
- Develop training material for the SDLC/IPT Process

The existing SFA Program Management Methodology will be reviewed. This methodology will be customized for the SFA environment and include an explanation of the methodology, the IPT processes supporting its different phases, templates, resources and checklists as artifacts for entry and exit criteria as well as deliverables that form the basis for customer approval and next steps.

Implementation

Future capabilities of SDLC will be released in two phases.

The scope of this initiative is to convert the existing IPT process into a full SDLC. It will describe the methodology, processes and provide tools and templates for their implementation. These tools, templates or additional resource information will include deliverable outcomes, signoff controls, roles and responsibilities, change management, production readiness reviews, etc. to help establish a repeatable process. The SDLC will also include COTS products and tools such as the Rational Rose tool suite, object oriented approaches and configuration management to produce functional system requirements, entity relationship diagrams, data flow diagrams, test plans and test scripts. The implementation of these processes begins when an investment decision approves a new initiative during the investment review process and ends with the deployment of the system. Although the SDLC interfaces with and incorporates templates used in investment reviews and acquisition/procurement, the SDLC scope does not include the investment review, acquisition and procurement, or operations and

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maintenance processes. These, and other similar interfaces, are being reviewed for inclusion in subsequent phases of the development of the SDLC.

The SDLC is vital to SFA’s success in guiding the Integration Product Teams. The use of a standard SDLC should reduce both the overall IT resources spent on software maintenance and the amount of time the development team devotes to testing and rework; expected below 50%. It will also incorporate best practices to ensure that SFA development is efficient, cost effective and uses standards.

Phase II – This phase, scheduled to run from September 2000 until December 2000, is comprised of the following key components:

Planning –Document the methodology, processes and key tasks, schedule and roles and responsibilities that need to be implemented in order to successfully complete the above objectives. This will include the definition of milestones for each stage of this task.

Update the IPT Process - The scope of this initiative is to update the existing IPT process and associate the SDLC methodology with the IPT processes. It will describe the templates, deliverable outcomes, signoff controls, and roles and responsibilities within each phase.

Deployment - Develop a strategy for deploying/migrating the SDLC/IPT Process within the SFA organization. Specifically - develop and implement a detailed plan for deploying and supporting the teams through orientation and training. The deployment plan will address both short term and long term alternatives for continuous process improvement. Alternatives including, but not limited to, the use of web based repositories of SDLC information, management and governance organization/processes as well as process improvements based on lessons learned will be addressed.

Phase III – This phase will be planned under the term “IT Solutions Framework.” This phase will be ongoing as it represents continuous process improvement.

The table below illustrates the major milestones of each phase and their respective dates:

Phase	Milestones	Milestone Dates
Phase II	• Project Work Plan	• 10/02/00 •
	• SDLC/IPT Process	• 11/20/00
	• Deployment Plan	• 12/04/00
	• SDLC/IPT Process Training Content	• 12/29/00
Phase III	• Change Management Processes	• Summer, 2001
	• IT Solutions Framework	• Ongoing

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Detailed Integrated Sequencing Plan**

Business Capabilities and Project Goals

The capabilities that SDLC will deliver tie directly to SFA's overall goals of improved customer satisfaction, lowered unit costs, and improved employee satisfaction. The table below illustrates how SDLC will meet these goals through the delivery of various capabilities:

Phase	Capability	Benefit	Performance Objective Effected
Phase II	<ul style="list-style-type: none"> System development best practices applicable to SFA and framework for continuous process improvement 	<ul style="list-style-type: none"> Reduction in the number of scope and requirement changes during the construction process. Reduction in the number of problem reports and cost of rework during testing and acceptance phases 	<ul style="list-style-type: none"> Lower Unit Cost
	<ul style="list-style-type: none"> Clear definition of overall process, deliverables (both mandatory and optional), signoffs and templates, checklists and other resources (both within SFA and external) available for support. 	<ul style="list-style-type: none"> Reduction in changes resulting from customer reviews and signoff. Efficient processes leading to acceptance testing and operations signoff. Employees will have a clearer understanding of their roles and responsibilities. Employees will have a clear understanding of mandatory deliverables and signoffs, the overall process as well as templates, checklists and other resources available for support. 	<ul style="list-style-type: none"> Increased Customer Satisfaction Increased Employee Satisfaction
Phase III	<ul style="list-style-type: none"> Short term and long term deployment alternatives available to SFA to promote the use of the processes as well as incorporate best practices and lessons learned. A continuous process improvement repository will become an asset to SFA in developing repeatable processes. 	<ul style="list-style-type: none"> Reduction in the number of scope and requirement changes during the construction process. Reduction in the number of problem reports and cost of rework during testing and acceptance phases. Reduction in changes resulting from customer reviews and signoff. Efficient processes leading to acceptance testing and operations signoff. 	<ul style="list-style-type: none"> Lower Unit Cost Increased Customer Satisfaction

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	<ul style="list-style-type: none">• Training materials will facilitate orientation as well as training prior to the commencement of new projects so planning can be done better.	<ul style="list-style-type: none">• Employees will have a clearer understanding of their roles and responsibilities.	<ul style="list-style-type: none">• Increased Employee Satisfaction
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Project Performance Plan and Measures

In an effort to ensure that each capability is meeting its envisioned goals, SFA will use the performance measures outlined in the following tables to measure the extent to which these goals are being achieved. While these performance measures are high-level at present, more specific measures will be developed during the on-going detailed design and development.

Phase	Benefit	Performance Goals	Performance Metric & Plan
Phase II	<ul style="list-style-type: none"> Reduction in the number of scope and requirement changes during the construction process. 	<ul style="list-style-type: none"> Reduce Unit Costs 	<ul style="list-style-type: none"> Track changes during system development via the requirements and change management processes.
	<ul style="list-style-type: none"> Reduction in the number of problem reports and cost of rework during testing and acceptance phases. 	<ul style="list-style-type: none"> Reduce Unit Costs 	<ul style="list-style-type: none"> Projects will undergo IV&V reviews, track problem reports, and cost of rework during life cycle.
	<ul style="list-style-type: none"> Reduction in changes resulting from customer reviews and signoff. 	<ul style="list-style-type: none"> Increase Customer Satisfaction 	<ul style="list-style-type: none"> Document customer reviews and amount of changes.
	<ul style="list-style-type: none"> Efficient processes leading to acceptance testing and operations signoff. 	<ul style="list-style-type: none"> Increase Customer Satisfaction 	<ul style="list-style-type: none"> Measure customer satisfaction at various stages of the SDLC including initiation and acceptance and operations.
	<ul style="list-style-type: none"> Employees will have a clearer understanding of their roles and responsibilities. 	<ul style="list-style-type: none"> Increase Employee Satisfaction 	<ul style="list-style-type: none"> IPT members will provide feedback on the orientation and training materials as well as the Process Guide.
	<ul style="list-style-type: none"> Employees will have a clear understanding of mandatory deliverables and signoffs, the overall process as well as templates, checklists and other resources available for support. 		
Phase III	<ul style="list-style-type: none"> Reduction in the number of scope and requirement changes during the construction process. 	<ul style="list-style-type: none"> Reduce Unit Costs Increase Customer Satisfaction 	<ul style="list-style-type: none"> Track changes during system development via the requirements and change management processes.
	<ul style="list-style-type: none"> Reduction in the number of problem reports and cost of rework during testing and acceptance phases. 	<ul style="list-style-type: none"> Reduce Unit Costs Increase Customer Satisfaction 	<ul style="list-style-type: none"> Projects will undergo IV&V reviews, track problem reports, and cost of rework during life cycle.

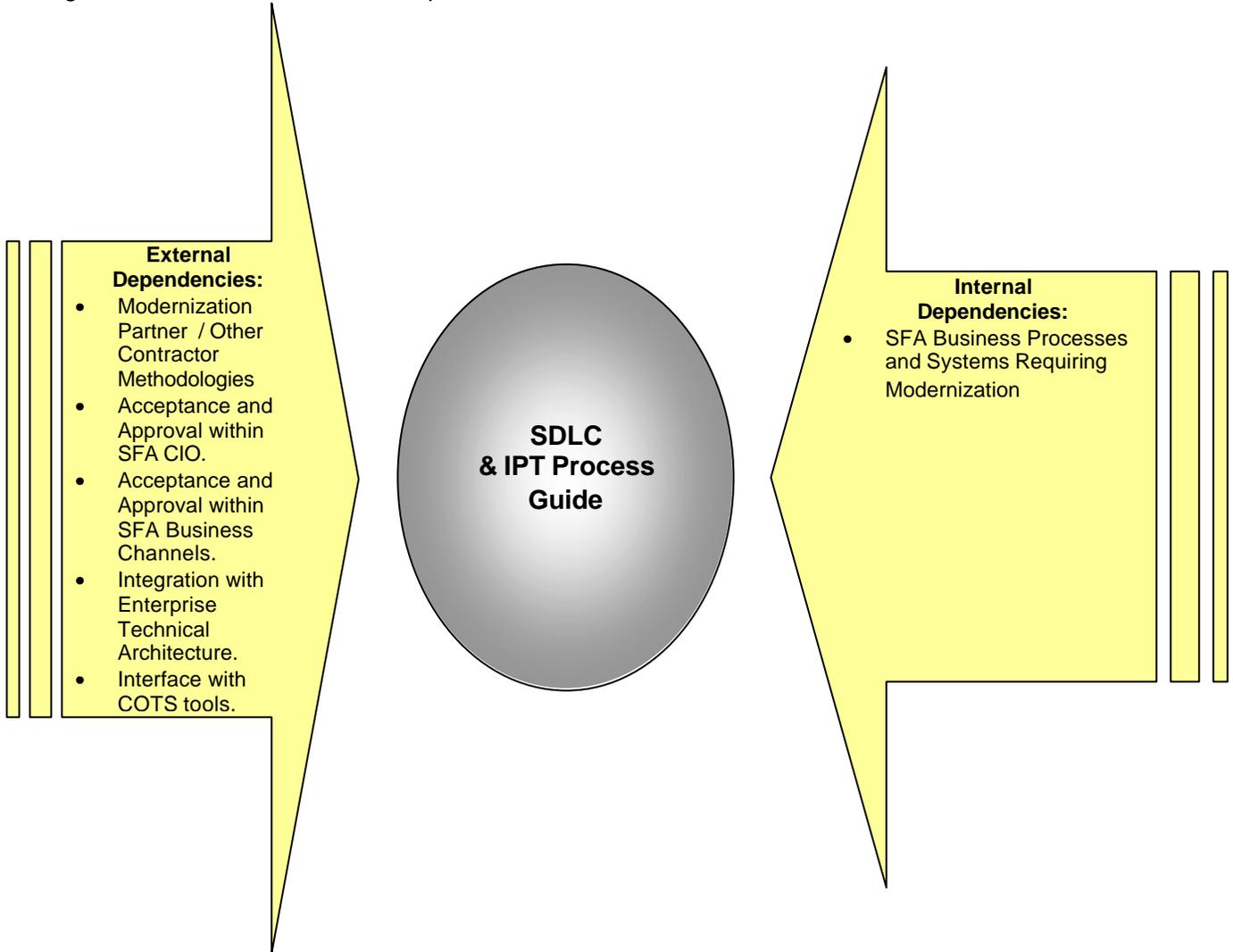
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	<ul style="list-style-type: none"> Reduction in changes resulting from customer reviews and signoff. 	<ul style="list-style-type: none"> Reduce Unit Costs Increase Customer Satisfaction 	<ul style="list-style-type: none"> Document customer reviews and amount of changes.
	<ul style="list-style-type: none"> Efficient processes leading to acceptance testing and operations signoff. 	<ul style="list-style-type: none"> Reduce Unit Costs Increase Customer Satisfaction 	<ul style="list-style-type: none"> Measure customer satisfaction at various stages of the SDLC including initiation and acceptance and operations.
	<ul style="list-style-type: none"> Employees will have a clearer understanding of their roles and responsibilities. Employees will have a clear understanding of mandatory deliverables and signoffs, the overall process as well as templates, checklists and other resources available for support. 	<ul style="list-style-type: none"> Increase Customer Satisfaction 	<ul style="list-style-type: none"> IPT members will provide feedback on the orientation and training materials as well as the Process Guide.

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Interdependencies

The successful implementation of SDLC is dependent on two broad areas: external dependencies, which include the ability to interface with external systems such as those of and internal dependencies, which include the ability to interface with various internal SFA systems, as well as the ability to acquire budget, staff, and resources to complete the work effort.



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The dependencies are listed below:

Phase	Capability	Dependent System/Group	Explanation of Dependency
Phase II	<ul style="list-style-type: none"> SDLC and IPT Process Guide with Deliverables, Templates, Checklists and other available resources. 	<ul style="list-style-type: none"> Acceptance and Approval within SFA CIO. Acceptance and Approval within SFA Business Channels. Integration with Enterprise Technical Architecture. Interface with COTS tools. 	<ul style="list-style-type: none"> These systems and groups will have to conform to the standards and processes built into the Enterprise Architecture Environment.
Phase III	<ul style="list-style-type: none"> Enhanced Framework for SDLC with specific interfaces to Change Management, IV&V, Operations Management, Technology Refresh, Organization and Human Performance, and other applicable areas. 	<ul style="list-style-type: none"> SFA Business Processes and Systems Requiring Modernization 	<ul style="list-style-type: none"> These systems and groups will have to conform to the standards and processes built into the Enterprise Architecture Environment.