PROJECT NUMBER	FY03 NUMBER	HIGH RISK PLAN	SYSTEM INTEGRATION PLAN	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	TARGET COMPLETION DATE	Objectives						Strategies													
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TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)																													
1				**Implement student aid awareness initiatives.**	**App & Del Serv**	**Jacks**	**An explicit goal of the PBO is to improve the understanding of financial aid programs by students and prospective students, both traditional and non-traditional.**	**This initiative will further that goal by increasing the number of contacts FSA makes with students and parents, ensuring that customers receive the information they request in a timely manner and expanding access through electronic means to our customer base.**	**Sep-04**					**X**	**X**														
1.1				Leverage partnership activities to disseminate FSA information.	App & Del Serv	Jacks		Successfully implement one new strategic partnership.	Sep-04																				
1.2				Publish accurate and timely information that meets the needs of our audience.	App & Del Serv	Jacks		Publications are available for customers prior to when they are needed. The majority of our respondents from our annual survey report that they are "satisfied" or "very satisfied."	Sep-04																				
1.3				Disseminate information directly to target audience.	App & Del Serv	Jacks		Increase the number of persons who receive information directly from FSA. This data is compiled monthly.	Sep-04																				
1.4				Respond accurately and timely to requests.	App & Del Serv	Jacks		Respond to 95% of customer requests for information within 10 days. This information will be available on a bi-weekly basis.	Sep-04																				
1.5				Reach customers through Student Aid on the Web.	App & Del Serv	Jacks		Increase by 10%, over FY 2003, the number of visitors to Student Aid on the Web (SAOTW). Establish targets for out-years. Status information will be available on a bi-weekly basis.	Sep-04																				
2				**Improve customer interaction through customer feedback particularly at the Customer Service Call Center (CSCC).**	**App & Del Serv**	**Jacks**	**Continuous improvement of our products and services through collecting, understanding and reacting to customer feedback.**	**Identify at least one change to a system or processes in each core area as a result of customer feedback.**	**Sep-04**					**X**	**X**														
2.1				Monitor customer feedback to improve services.	App & Del Serv	Jacks		Identify at least one change to a system or processes in each core area as a result of customer feedback.	Sep-04																				
3		**X**		**Conduct application processing [Central Processing System (CPS), FAFSA on the Web (FOTW), PIN Site, Improve the Accuracy of Applicant Data (IAAD), Participation Management (PM)].**	**App & Del Serv**	**Jacks**	**Process applications for federal student aid, inform students of their eligibility and provide eligibility data to delivery partners.**	**Successfully implement CPS for 2004-05 Processing Cycle on January 1, 2004.**	**Jan-04**						**X**														
3.1				Implement application.	App & Del Serv	Jacks		Successfully implement CPS for 2004-05 processing cycle on January 1, 2004.	Jan-04																				
4		**X**		**Provide EDExpress application modules.**	**App & Del Serv**	**Jacks**	**Provide schools with tools required to accurately administer Federal Student Aid programs.**	**Have EDExpress application modules for 2004-05 processing cycle available for user download by January 31, 2004. Have EDExpress Pell and DL modules for 2004-05 processing cycle available for user download by March 31, 2004.**	**Mar-04**						**X**														

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TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)																													
4.1				Release application module.	App & Del Serv	Jacks		Have EDExpress application modules for 2004-05 processing cycle available for user download by January 31, 2004.	Jan-04																				
4.2				Release Common Origination & Disbursement module.	App & Del Serv	Jacks		Have EDExpress Pell and DL modules for 2004-05 processing cycle available for user download by March 31, 2004.	Mar-04																				
5		**X**		**Process Pell and Direct Loan transactions through the Common Origination & Disbursement (COD) system.**	**App & Del Serv**	**Jacks**	**Process Pell and Direct Loan awards and disbursements to monitor recipient eligibility and to provide appropriate level of funding to schools.**	**Successfully implement COD for 2004-05 processing cycle by March 31, 2004. Issue Statement of Objective (SOO) to potential COD vendors by June 30, 2004.**	**Jun-04**						**X**														
5.1				Issue COD software release.	App & Del Serv	Jacks		Successfully implement COD for 2004-05 processing cycle by March 31, 2004.	Mar-04																				
5.2				Issue COD SOO.	App & Del Serv	Jacks		Issue SOO to potential COD vendors by June 30, 2004.	Jun-04																				
6		**X**		**Administer Campus-Based (eCB) activities.**	**App & Del Serv**	**Jacks**	**Process school applications for campus-based funding and collect recipient data for program monitoring and management.**	**Issue final awards to all applying schools by April 1, 2004. Process Fiscal Operations Report and Application to Participate (FISAP) and contact all schools with incomplete submissions. Successfully implement eCB for 2004 FISAP Cycle by July 30, 2004.**	**Jul-04**						**X**														
6.1				Prepare list of schools that do not submit FISAP by 10/1/03 deadline and call schools to ensure compliance prior to tentative award notification.	App & Del Serv	Jacks		Prepare list of non-compliant schools by 10/15/03. Complete calls to non-compliant schools between 10/15/03 and 1/15/04.	Jan-04																				
6.2				Notify schools of tentative awards.	App & Del Serv	Jacks		E-mail tentative award notices to schools by 1/20/04.	Jan-04																				
6.3				Call remaining schools that have not submitted their FISAPs and schools that need to correct their FISAP submissions prior to required closure of database on 3/15/04.	App & Del Serv	Jacks		Complete calls to non-compliant schools and schools with erroneous FISAP submissions between 1/25/04 and 3/15/04.	Mar-04																				
6.4				Issue final awards to schools.	App & Del Serv	Jacks		E-mail final award notices to schools by 4/1/04.	Apr-04																				
6.5				Issue FISAP software release.	App & Del Serv	Jacks		Successfully implement eCB for 2004 FISAP Cycle by July 30, 2004.	Jul-04																				
7				**Upgrade Postsecondary Education Participation System (PEPS).**	**App & Del Serv**	**Jacks**	**Process school applications for program participation and conduct on-going school monitoring and oversight.**	**Successfully implement upgraded PEPS by February 29, 2004.**	**Feb-04**						**X**													
7.1				Upgrade PEPS server to Oracle 9i.	App & Del Serv	Jacks		Successfully upgrade server by 12/31/03.	Dec-03																				
7.2				Upgrade the Windows NT server that houses the E-App (the school eligibility web interface).	App & Del Serv	Jacks		Successfully upgrade server by 2/29/04.	Feb-04																				

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8		**X**		**Expand eZAudit initiative.**	**App & Del Serv**	**Jacks**	**Process school financial statements and compliance audits to support on-going oversight and program monitoring.**	**Fully executed contract in place for new EZ-Audit vendor by February 27, 2004. Successfully process financial statements from all school types by April 30, 2004. Increase e-submission rate to 95%.**	**Sep-04**						**X**													
8.1				Be Prepared for Contract Award.	App & Del Serv	Jacks		Fully prepared for contract award by September 30, 2004.	Sep-04																				
8.2				Complete first full cycle of processing (all school types).	App & Del Serv	Jacks		Successfully process financial statements from all school types by April 30, 2004.	Sep-04																				
8.3				Improve audit review component of our compliance activities by increasing the e-submission rate to 95%.	App & Del Serv	Jacks		Increase the e-submission rate to 95%. Data for this measure will be available on a monthly basis.	Sep-04																				
9		**X**		**Enhance program monitoring and oversight.**	**App & Del Serv**	**Jacks**	**Conduct on-going oversight of school delivery partners to ensure integrity of the Federal Student Aid programs.**	**Audit resolution rate meets or exceeds 95%. Data will be available biweekly. Complete timely quarterly updates to defined compliance metrics and identify three areas of potential non-compliance and address them. Work jointly with Borrower Services on project 13 to identify new opportunities for default prevention, continue to address the large volume of defaulted Perkins Loans, and identify new, or enhance current, delinquency/default prevention tools for the Direct Loan Program. In accordance with our business plan, we will: work with 100% of schools that have unreturned Perkins Loan excess cash; work with 100% of Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs) and Tribal Colleges that have cohort default rates in excess of 15%; and maintain the number of training sessions we conducted in FY 2003. Deliver revised reporting templates to schools and provide analysis of performance data to FSA. Deliver self-assessment tools and guidelines for using Phase 1 of a web-based version of the ISIR Analysis tool (software) to schools.** ***(Analysis of the verification outcomes for FSA***	**Sep-04**		**X**				**X**																
9.1				Meet or exceed audit resolution rate of 95% by the end of the fiscal year.	App & Del Serv	Jacks		Audit resolution rate meets or exceeds 95%. [Measure reported in Dashboard biweekly; project plan status to achieve goal reported through the annual planning process.]	Sep-04		X				X															
9.2				Continue to measure school monitoring to assess overall compliance trends.	App & Del Serv	Jacks		Complete timely quarterly updates to defined compliance metrics. Identify three areas of potential non-compliance and address them, including referral for enforcement as necessary.	Sep-04		X				X															

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TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)																													
9.3				Conduct School Relations initiatives.	App & Del Serv	Jacks	Promote program integrity in the administration of Title IV programs by postsecondary institutions, we will identify, through analysis of data available to FSA, those institutions that are approaching thresholds that might place them in non-compliance with FSA regulations. Before they reach that point, we will work with them to identify the causes of the deficiencies and to develop action plans to correct them, and take corrective action, as needed.	Work jointly with Borrower Services on project 13 to identify new opportunities for default prevention, continue to address the large volume of defaulted Perkins loans, and identify new, or enhance current, delinquency/default prevention tools for the Direct Loan Program. In accordance with ou business plan, we will: work with 100% of schools that have unreturned Perkins loan excess cash; work with 100% of HBCUs, HSIs and Tribal Colleges that have cohort default rates in excess of 15%; and maintain the number of training sessions we conducted in FY 2003.	Sep-04		X				X															
9.4				Conduct the Experimental Sites initiative.	App & Del Serv	Jacks	Continue the statutorily-authorized initiative that identifies and tests ways to increase flexibility and improve the effectiveness of Title IV processes, which could support recommendations for statutory and regulatory changes.	Deliver revised reporting templates to schools and provide analysis of annual performance data to FSA.	Sep-04		X			X															
9.5				Administer the Quality Assurance program.	App & Del Serv	Jacks	Continue the statutorily-authorized program that provides participating institutions with flexibility and tools for improved management and delivery of Titl IV funds to students, and contributes to federal verification discussions.	Deliver self-assessment tools and guidelines for using Phase 1 of a web-based version of the ISIR Analysis tool (software) to schools. (Analysis of the verification outcomes for FSA will begin in FY 2005, following October delivery of phase 2 of the software tool).	Sep-04		X			X															
9.6				Conduct vulnerability assessment.	App & Del Serv	Jacks	In order to promote program integrity, FSA will conduct a vulnerability assessment of targeted front-end business processes and systems to proactively identify potential areas that may be vulnerable to fraud.	Document all areas of potential vulnerability, including prioritization. Create action plans for top three areas.	Sep-04		X																		
10		**X**		**Produce school publications and materials.**	**App & Del Serv**	**Jacks**	**School partners need to have current, accurate information on all of the Title IV programs so that they can administer the programs effectively and accurately.**	**PDF files are posted to the Web by the completion date. All changes to statute/regulations as of the completion date are incorporated in text. New guidance from Dear Colleague Letters, conferences, and Q&As are incorporated. Track number of inquiries received by CSCC that can be answered by Handbook reference.** **Fulfill orders for Direct Loan Program publications at the fulfillment center within 72 hours of receipt 90% of the time, notwithstanding back orders.**	**Sep-04**		**X**			**X**															

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TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)																													
10.1				Annually update and disseminate the Federal Student Aid Handbook.	App & Del Serv	Jacks	Provide school partners with comprehensive, plain-language guidance on carrying out statutory, regulatory, and administrative requirements for the Title IV programs.	PDF files are posted to the web by the completion date. All changes to statute/regulations as of the completion date are incorporated in text. New guidance from Dear Colleague Letters, conferences, and Q&As are incorporated. In future, track number of inquiries received by Customer Service Call Center (CSCC) that can be answered by Handbook reference.	Sep-04		X			X																
10.2				Update and disseminate Direct Loan Program publications such as the Entrance and Exit Counseling Guides and promissory notes.	App & Del Serv	Jacks	Schools need updated Direct Loan Program publications to distribute to their students and financial aid staff members.	Fulfill orders for Direct Loan Program publications at the fulfillment center within 72 hours of receipt 90% of the time, notwithstanding back orders. This data will be available monthly from contractor provided reports.	Sep-04					X																
11		**X**		**Develop and deliver program and technical training for schools through a combination of videoconferences, web-based training, and classroom experiences.**	**App & Del Serv**	**Jacks**	**Provide training on key Title IV topics so that financial aid professionals can administer the Title IV programs properly and are aware of new requirements, procedures, and services.**	**Award new training contract by April 2004. Implement new registration system by March 2004. On an ongoing basis, review and analyze participant/instructor evaluations of training sessions, attendance data, adherence to budgetary constraints, and production schedules to ensure optimal delivery of FSA training programs. Will report the outcome of these analysis periodically.**	**Sep-04**		**X**			**X**																
12		**X**		**Transition to Common Servicers for Borrowers (CSB) as Direct Loan Consolidation System (DLCS) contract expires.**	**Borrower Services**	**Szabo/ Leifeste**	**Ensure continued service during transition to CSB.**	**Contract expires September 2004 with no impact on service.**	**Sep-04**						**X**														
13		**X**		**Enhance program monitoring and oversight.**	**Borrower Services**	**Szabo**	**Address issues that resulted in GAO designating FSA as a high risk program.**	**FSA will move closer to realizing the goal of being removed from the GAO high risk list by implementing the success measures below.**	**Sep-04**		**X**	**X**		**X**	**X**		**X**		**X**	**X**	**X**	**X**	**X**	**X**	**X**		**X**	**X**	**X**
13.1				Default Recovery Rate on FSA-held portfolio 9.5% or more by the end of the fiscal year.	Borrower Services	Szabo/ Hopkins		Achieve a 9.5% recovery rate on FSA's default portfolio (excluding consolidation) in FY 2004. [Measure reported in Dashboard monthly; project plan status to achieve goal reported through the annual planning process.]	Sep-04		X				X				X	X		X	X	X						
13.2				Update FSA-wide risk management and default prevention inventory.	Borrower Services	Szabo/ Phillips		Identify gaps in default prevention inventory and identify new opportunities for default prevention. In collaboration with FSA trading partners, identify, establish parameters, and set baselines for two new measures that will assess the progress and the status of the FSA default management and prevention strategies.	Sep-04		X	X			X				X			X						X		X
13.3				Complete the work on the implementation of the life-time default rate measure.	Borrower Services	Szabo/ Phillips		Finalize the life-time default rate measure. Identify characteristics of defaulted loans to determine the predictability of borrowers defaulting in the future. Begin initial development of the default predictability model.	Sep-04		X	X		X	X							X	X		X					

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13.4				Identify new and enhance current delinquency/default prevention tools for the Direct Loan Program.	Borrower Services	Szabo/ Vigna		Increase cure rate on 180 plus days delinquent Direct Loans (excluding consolidation loans) by 1% over FY 2003 baseline of 53.7%. Data are available on a monthly basis to evaluate progress.	Sep-04		X	X		X	X				X			X						X	X
13.5				Conduct vulnerability assessment.	Borrower Services	Szabo/ Vigna	To promote program integrity, FSA will conduct a vulnerability assessment of targeted back-end business processes and systems to identify potential areas that may be vulnerable to fraud.	Implementation of the CSB will eliminate many of the back-end system vulnerabilities because one system will replace seven systems. Staff will assess vulnerabilities of Phase I and the start of Phase II of the CSB transition. The old IQCU fraud, waste and abuse information will be the basis for the assessment. This item will be reported monthly.	Sep-04		X																			
14		**X**		**Implement plan to provide high quality customer service to the Direct Loan portfolio.**	**Borrower Services**	**Szabo/ Vigna/ Hayward**	**Make services more accessible to Direct Loan borrowers in repayment.**	**Complete the turnover process for e-servicing and increase its use by 20% by the end of FY 2004. (Baseline will be determined March 30, 2004. Measure will be for the period April 2004 - Sept 2004. Data will be available on a monthly basis to evaluate progress.)**	**Sep-04**					**X**	**X**		**X**		**X**	**X**	**X**			**X**				**X**	**X**
15		**X**		**Implement plan to improve contractor oversight and performance related to Direct Loan Consolidation overpayments and underpayments.**	**Borrower Services**	**Szabo/ Leifeste**	**To ensure that consolidation loans are disbursed accurately and timely.**	**Reduce the dollar amount of overpayments by 20% and underpayments by 10% by September 30, 2004. (The baseline for this measure is determined by the 13-month average dollar amounts outstanding for each of the overpayments and underpayments that were identified at the end of August 2003. Data are available on a monthly basis for review.)**	**Sep-04**			**X**		**X**	**X**					**X**		**X**						**X**	
16		**X**		**Perform National Student Loan Data System (NSLDS) maintenance and operations activities.**	**Financial Partners**	**Bateman/ Fontana**	**Continue to provide and maintain a comprehensive and centralized repository of information for Title IV recipients and their loans, Pell grants, lenders, guaranty agencies, servicers and schools. Fulfill the functions of student aid eligibility, cohort default rates, student enrollment tracking, audit and program reviews, research and policy development, budget formulation and execution, loan transfer tracking, guaranty agency and lender payment reasonability, financial aid history, student transfer monitoring, and GA fees.**	**Provide cohort default rate calculations and post.** **Provide Guaranty Agency Fee O50 calculations and send.** **Provide Guaranty Agency data integrity improvement reports and benchmarks during FY2004.** **Enhance LPIF process for rate changes.** **Provide monitoring functionality of GA and lender reasonability on a monthly basis.** **Upgrade Data Prep Software.** **Implement ECMC file format changes.** **Raise effectiveness and efficiencies in the Regional GA and lender review process by collaborating and assisting in scheduled FY 2004 reviews.** **Ensure uninterrupted service to Title IV recipients.**	**Sep-04**	**X**	**X**	**X**	**X**	**X**	**X**	**X**		**X**	**X**		**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**
16.1				Perform cohort default rate calculations, send, and post.	Financial Partners	Bateman/ Fontana		Provide cohort default rate calculations and post by September 30, 2004.	Sep-04	X	X				X														

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16.2				Prepare guaranty agency fee calculations and send. Review Forms 2000 reasonability data against summarized NSLDS data.	Financial Partners	Bateman/ Fontana		Provide guaranty agency fee calculations and send by August 31, 2004.	Aug-04		X				X														
16.3				Review, evaluate, and prepare guaranty agency NSLDS data integrity improvements reports and benchmarks.	Financial Partners	Bateman/ Fontana		Provide monthly guaranty agency data integrity improvement reports and benchmarks as well as an annual summary report.	Sep-04		X	X		X	X													
16.4				Make enhancements to Loan Processing and Issuance Fee (LPIF) process for rate changes.	Financial Partners	Bateman/ Fontana		Enhance LPIF process for rate changes by January 31, 2004.	Jan-04	X	X			X	X														
16.5				Participate in the formulation of school cohort default rate initiatives.	Financial Partners	Bateman/ Fontana		Participate in the formulation of school cohor default rate initiatives by January 31, 2004.	Jan-04		X			X	X														
16.6				Provide monitoring functionality of GA and lender reasonability on a monthly basis.	Financial Partners	Bateman/ Fontana		Provide monitoring functionality of GA and lender reasonability on a monthly basis beginning January 31, 2004.	Sep-04		X																	
16.7				Upgrade Data Prep Software to be compliant with Windows 2000 and XP.	Financial Partners	Bateman/ Fontana		Upgrade Data Prep Software by January 31, 2004.	Jan-04	X	X	X		X	X														
16.8				Implement Education Credit Management Corporation (ECMC) file format changes.	Financial Partners	Bateman/ Fontana		Implement file format changes by January 31 2004.	Jan-04		X	X	X	X	X														
17		**X**		**Re-compete contract for NSLDS maintenance/ operations and transition to new contractor.**	**Financial Partners**	**Bateman/ Fontana**	**Continue to provide maintenance and operational functions for the NSLDS application and reduce operations costs. Fulfill small business contractor requirement for the Department.**	**Announce new contract and acceptance by selected vendor. Reduce operations costs by 25%. Complete transition of all tasks and responsibilities to new contractor by March 2004 without impact to users.**	**Mar-04**			**X**	**X**	**X**	**X**			**X**						**X**	**X**				
17.1				Award new contract.	Financial Partners	Bateman/ Fontana		Announce new contract and acceptance by selected vendor by December 31, 2003. (New contract is contingent upon Congress ratifying the 2004 Budget).	Dec-03																			
17.2				Monitor and manage transition to new contractor.	Financial Partners	Bateman/ Fontana		Successfully transition to the new contractor with no impact to users by March 31, 2004.	Mar-04																			
18		**X**		**Re-compete contract for Financial Partners Data Mart maintenance/operations and transition to new contractor.**	**Financial Partners**	**Bateman/ Allen**	**Continue to provide maintenance and operational functions for the Financial Partners Data Mart application and reduce operations costs. Transition operational functions to a long-term contractor. Fulfill small business contractor requirement for the Department.**	**Announce new contract and acceptance by selected vendor. Reduce operations costs. Complete transition of all tasks and responsibilities to new contractor by January 2004 without impact to users.**	**Jan-04**			**X**	**X**					**X**						**X**	**X**				
18.1				Award new contract.	Financial Partners	Bateman/ Allen		Announce new contract and acceptance by selected vendor by September 30, 2003.	Sep-03																			

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18.2				Monitor and manage transition to new contractor.	Financial Partners	Bateman/ Allen		Successfully transition to the new contractor with no impact to users by January 31, 2004.	Jan-04																				
19		**X**		**Perform maintenance and operations activities for the Financial Partners Data Mart.**	**Financial Partners**	**Bateman/ Allen**	**Offer the capability to assess program risk areas through the use of multiple risk scorecards as well as current data accessibility. Ensure uninterrupted service to internal and external Data Mart users.**	**Submission of quarterly data mart improvement reports. Submission of report based on quarterly evaluation of review process. Submit a monthly summary report that tracks when data was loaded to the Data Mart. This report should include the date and time, the source, and the method used for verification and validation, and the date validated.**	**Sep-04**	**X**	**X**		**X**	**X**	**X**			**X**	**X**	**X**	**X**		**X**	**X**	**X**	**X**	**X**	**X**	**X**
19.1				Provide a quarterly status report on ways to improve effectiveness and efficiency of Data Mart review process.	Financial Partners	Bateman/ Allen		Submission of quarterly data mart improvement reports.	Sep-04																				
19.2				Quarterly evaluation of use and value added to the guaranty agency and lender review processes.	Financial Partners	Bateman/ Allen		Submission of report based on quarterly evaluation of review processes.	Sep-04																				
19.3				Monitor Data Mart feeds in order to provide accurate, concise and timely dat to users.	Financial Partners	Bateman/ Allen		Submit a monthly summary report that tracks when data was loaded to the Data Mart. This report should include the date and time, the source, and the method used for verification and validation, and the date validated. Reports will begin January 2004.	Sep-04																				
20		**X**		**Perform Financial Partners Portal operations activities.**	**Financial Partners**	**Bateman/ Allen**	**Provide relevant and current information about FSA and the Financial Partners business unit to the Financial Partners user community.**	**Monitor and provide monthly summary reports of information posted and the related number of hits received in order to determine useful life of information. Submit a quarterly report summarizing portal feedback from user community.**	**Sep-04**	**X**			**X**	**X**	**X**				**X**	**X**				**X**	**X**	**X**		**X**	**X**
20.1				Monitor and evaluate web page hits to drive future postings to portal.	Financial Partners	Bateman/ Allen		Monitor and provide monthly summary reports of information posted and the related number of hits received in order to determine useful life of information. Reports will begin by January 2004.	Sep-04																				
20.2				Maintain current and relevant information to financial partners' user community.	Financial Partners	Bateman/ Allen		Monitor and provide monthly summary reports of information posted and the related number of hits received in order to determine useful life of information. Reports will begin by January 2004.	Sep-04																				
20.3				Obtain/evaluate feedback from financial partners' user community on value of information posted on the Financial Partners Portal.	Financial Partners	Bateman/ Allen		Submit a quarterly report summarizing portal feedback from user community beginning January 2004.	Sep-04																				

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TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)																													
21				**Perform Leveraging Educational Assistance Partnership/ Special Leveraging Educational Assistance Partnership (LEAP/SLEAP) activities.**	**Financial Partners**	**Bateman/ Sutphin**	**Augment state financial aid programs through statutory mandated federal programs.**	**Provide the following accurately and timely: Prepare FY 2004 Performance Reports. Submit clearance paperwork. Approve applications from states. Mail grant award notifications to states.**	**Sep-04**		**X**		**X**		**X**								**X**		**X**		**X**	**X**	
21.1				Review, evaluate, reconcile, and prepare performance reports.	Financial Partners	Bateman/ Sutphin		Prepare annual performance reports by September 30, 2004.	Sep-04																				
21.2				Prepare and submit clearance paperwork.	Financial Partners	Bateman/ Sutphin		Submit clearance paperwork by September 30, 2004.	Sep-04																				
21.3				Review and approve applications from states. Obligate, generate, and mail grant award notifications to states.	Financial Partners	Bateman/ Sutphin		Approve applications and mail award notifications by September 30, 2004.	Sep-04																				
22		**X**		**Perform Voluntary Flexible Agreement (VFA) activities.**	**Financial Partners**	**Bateman/ Sutphin**	**Administer statutory mandated program to enhance default aversion activities of guaranty agencies. Develop recommendations related to automation of VFA program.**	**Provide Cost Neutrality Analysis report of results. Submit Performance Measure Assessment and Benchmarking reports at identified frequencies. Establish benchmarks for evaluating VFA applications and provide annual report. Develop effective working relationships with guaranty agencies. Complete all FY 2004 scheduled VFA/GA reviews and provide reports on findings.**	**Sep-04**		**X**	**X**			**X**								**X**		**X**		**X**	**X**	
22.1				Perform cost neutrality analysis and provide results.	Financial Partners	Bateman/ Sutphin		Provide Annual Cost Neutrality report by February 28, 2004.	Apr-04																				
22.2				Prepare performance measure assessment and benchmarking reports.	Financial Partners	Bateman/ Sutphin		Submit Quarterly Performance Measure Assessment and Benchmarking Report by the end of each quarter.	Sep-04																				
22.3				Evaluate new applications for VFA.	Financial Partners	Bateman/ Sutphin		Establish a benchmark for evaluating VFA applications and provide an annual report tracking the processing time by September 30, 2004.	Sep-04																				
22.4				Foster effective working relations with guaranty agencies during scheduled site visits.	Financial Partners	Bateman/ Sutphin		Develop effective working relationships with the guaranty agencies.	Sep-04																				
23		**X**		**Perform maintenance and improvements to the Financial Partners' Electronic Records Management (ERM) system in order to enhance use.**	**Financial Partners**	**Bateman/ Turner**	**Consolidate, archive, and manage Financial Partners' paper records into an electronic softcopy format or online.**	**Submit a report that identifies findings from business unit meetings, and potential FSA integration opportunities. Prepare a work plan that identifies how these improvements will be implemented. The work plan should include a project schedule identifying which improvements could be implemented in FY 2004/05.**	**May-04**			**X**	**X**	**X**		**X**		**X**		**X**						**X**		
23.1				As appropriate integrate ERM work with other FSA business units. Identify opportunities to integrate at the enterprise level.	Financial Partners	Bateman/ Turner		Submit a report that identifies findings from business unit meetings, and potential FSA integration opportunities by May 31, 2004.	May-04																				

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TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)																													
23.2				Analyze and evaluate the current use of the Electronic Records Management system within Financial Partners to identify improvements that would raise the effectiveness and efficiency of the system.	Financial Partners	Bateman/ Turner		Prepare a work plan by March 31, 2004 that identifies how these improvements will be implemented. The work plan should include project schedule identifying which improvements could be implemented in FY 2004/05.	May-04																				
24				**Promote effective and efficient communications internally and externally.**	**Financial Partners**	**Bateman/ Bennett**	**Produce clear, consistent, and current communications to foster good relations with internal and external partners.**	**Provide quarterly evaluations throughout FY 2004.**	**Sep-04**				X	X	X											X	X	
24.1				Coordinate and enhance communication within Financial Partners as well as with the user community.	Financial Partners	Bateman/ Bennett		Provide quarterly evaluations throughout FY 2004 beginning January 2004.	Sep-04				X	X	X													
24.2				Hold quarterly checkpoints for all areas of FP service concerning communications.	Financial Partners	Bateman/ Bennett		Provide quarterly evaluations throughout FY 2004 beginning January 2004.	Sep-04				X	X	X													
25		**X**		**Enhance program monitoring and oversight.**	**Financial Partners**	**Bateman**	**Continue to provide assistance and guidance in maintaining a clean audit. Conduct comprehensive program reviews of guaranty agencies and lenders/servicers in an effort to provide proper oversight and monitoring of Financial Partners, and provide the necessary guidance and feedback to raise effectiveness and efficiencies. Review third party audits to identify work enhancements for subsequent oversight. Raise effectiveness and efficiencies of regional and national review process through the use of the Financial Partners Data Mart GA and Lender scorecards. Improve quality of lender reviews with added benefit of reducing redundancy.**	**Ensure that Financial Partners' areas are addressed and resolved timely and accurately to support FSA's clean audit for FY 2004. Prepare and submit a quarterly summary report capturing the results of each review, identifying the individual issues, the immediate corrective action, and the future monitoring and oversight needs. Complete all FY 2004 scheduled reviews accurately and timely. Based upon report findings/observations and staff information, sharing adjust future focus of reviews accordingly. Prepare and submit a quarterly summary report capturing the third party audit findings, any immediate corrective action to be taken, and the future monitoring and oversight needs. Complete all FY 2004 audit reviews accurately and timely. Prepare and provide quarterly benchmark reports that show how the Data Mart contributed to the reduction of risk and improvement in overall review process for FY 2004. Financial Partners' role in Common Review Initiative is defined and implemented by July 2004.**	**Sep-04**		**X**	**X**	**X**	**X**	**X**															
25.1				Participate and provide Financial Partners Channel support for ED audit.	Financial Partners	Bateman/ Ramos	Continue to provide assistance and guidance in maintaining a clean audit.	Ensure that Financial Partners' areas are addressed and resolved timely and accurately to support FSA's clean audit for FY 2004.	Sep-04		X																		

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TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)																													
25.2				Prepare and conduct program reviews of guaranty agency and lenders/servicers. Use results to determine technical assistance, future monitoring and oversight needs. Coordinate the interpretation of the code of Federal regulations with all elements of the Department of Education that include legal, policy, CFO, general managers and COO in performing our reviews and assessing liabilities.	Financial Partners	Bateman/ Elrod/ Russo	Conduct comprehensive program reviews of guaranty agencies and lenders/servicers to provide proper oversight and monitoring of Financial Partners, and provide the necessary guidance and feedback to raise effectiveness and efficiencies.	Prepare and submit a quarterly summary report capturing the results of each review, identifying the individual issues, the immediate corrective action, and the future monitoring and oversight needs. Complete all FY 2004 scheduled reviews accurately and timely. Based upon report findings/observations and staff information sharing, adjust future focus of reviews accordingly.	Sep-04		X	X			X														
25.3				Analyze and collect third-party audit findings. Use results to determine technical assistance, future monitoring and oversight needs. Utilize PEPS to integrate findings.	Financial Partners	Bateman/ Turner	Review third-party audits to identify work enhancements for subsequent oversight.	Prepare and submit a quarterly summary report capturing the third-party audit findings any immediate corrective action to be taken, and the future monitoring and oversight needs. The summary reports will begin January 2004. Complete all FY 2004 audit reviews accurately and timely.	Sep-04		X	X			X														
25.4				Utilize GA/lender scorecards to reduce risk and improve review process. Review and evaluate use of guaranty agency and lender scorecards.	Financial Partners	Bateman/ Halaska	Raise effectiveness and efficiencies of regional and national review process through the use of the Financial Partners Data Mart GA and Lender scorecards.	Prepare and provide quarterly benchmark reports that show how the Data Mart contributed in the reduction of risk and improvement in overall review process for FY 2004.	Sep-04		X	X	X	X	X														
25.5				Partner with guaranty agency community on the Common Review Initiative (CRI) process. Define Financial Partners Channel's role in CRI.	Financial Partners	Bateman/ Fusco	Improve quality of lender reviews with added benefit of reducing redundancy.	Financial Partners' role in Common Review Initiative is defined and implemented by July 2004.	Jul-04		X	X	X		X														
25.6				Conduct vulnerability assessment.	Financial Partners	Bateman	In order to promote program integrity, FSA will conduct a vulnerability assessment of targeted front-end business processes and systems to proactively identify potential areas that may be vulnerable to fraud.	Issue a Task Order to perform a risk assessment of the National Student Loan Data System (NSLDS). Prepare and provide an NSLDS Risk Assessment Report. The report will include identified vulnerability risks and recommendations for appropriate resolution.	Sep-04		X																		
26		**X**		**Sustain clean audit opinion and address material weaknesses and reportable conditions identified in annual financial statement audits.**	**CFO**	**Bateman/ Harris**	**Meet government-wide accounting and financial management requirements issued by Federal Accounting Standards Advisory Board (FASAB), OMB and Treasury.**	**Clean audit opinion and no reportable conditions on annual financial statement audits.**	**Nov-04**		**X**			**X**	**X**				**X**	**X**	**X**		**X**						**X**
27		**X**		**Award contract to perform independent system internal control reviews to enhance financial management.**	**CFO**	**Bateman/ Hurt**	**Ensure internal controls are in place to minimize fraud, waste and abuse.**	**Award contract by September 30, 2004.**	**Sep-04**		**X**			**X**	**X**				**X**	**X**	**X**		**X**						**X**
28		**X**		**Finalize FY 2002 and FY 2003 cost accounting model and develop baseline FY 2002 unit costs.**	**CFO**	**Bateman/ Hurt**	**FASAB #4, OMB Bulletin 01-09, President's Management Agenda, PBO legislation and GAO.**	**Agreement by FSA's Management Council on baseline unit costs.**	**Sep-04**		**X**			**X**	**X**				**X**	**X**	**X**		**X**						**X**

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29		X		Sustain and improve timely reconciliations and implement other procedures needed to comply with FY 2004 accelerated reporting requirements.	CFO	Bateman/ Heath	Comply with OMB requirements for monthly/quarterly and annual financial reports to bring FSA into compliance with commercial best practices.	Reconcile FSA accounts to Department's General Ledger within 30 days after month-end close. This is also a department performance measure. [Measure reported in Dashboard monthly; project plan status to achieve goal reported through the annual planning process.]	Sep-04		X			X	X				X	X	X		X						X
30		X		Manage FMS operations.	CFO	Bateman/ Hurt	The FSA Financial Management System (FMS) allows the FSA CFO to account for all FSA program transactions (e.g. FFEL, GA, Pell, Direct Loan, etc.), perform funds checking, and perform financial reporting. FMS, consisting of Oracle U.S. Federal Financials, is the single point of financial information, integrating transactions both from the FSA feeder systems as well as from the ED CFO GAPS system. Accordingly, FMS provides consolidated data to support key management analysis and is the only place within the Department of Education to obtain a comprehensive financial picture of a school across all FSA programs.	The new FMS Operations contract has a number of performance measures, including, but not limited to: average transaction processing times (by feeder system), % of payments that are electronic, number of calendar days/hours required to complete monthly closing procedures, average time to log all system change requests, % of change requests requiring re-work, and % of help desk calls closed in one day. This information will be available on a monthly basis.	Sep-04		X			X	X	X	X	X	X	X	X		X						X
31				Develop and deploy Enterprise Performance Test Architecture.	CIO	Schubert/ Reddy	The Performance Test Architecture (PTA) provides a comprehensive load and stress test environment that will be used to certify new applications or major enhancement to existing applications to be fit for deployment in the FSA Virtual Data Center (VDC).	Establish performance test process architecture. Establish performance test technology architecture. Perform performance testing of ITA & FAFSA applications.	Sep-04	X	X	X	X	X			X	X						X			X	X		X
32		X		Provide Enterprise and Data Architecture management.	CIO	Schubert/ Reddy	This initiative is to continue development of, and maintain the Enterprise Architecture (EA) that was developed in FY 2003. This effort will integrate FSA's enterprise and data architectures with the OMB 300 reporting and capital planning and investment processes.	EA and Data Architecture (DA) contribute to reduce FSA's GAO high-risk status, meet OMB's 300 requirement for funding, and help provide insight into its business process, data, application and technology. This insight can then be used to make better investment and reengineering decisions for improving FSA's efficiency.	Sep-04	X	X	X				X		X	X		X				X					

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TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)																													
33		X		Provide security and privacy support to FSA business units.	CIO	Schubert/ Reddy	The purpose of this task is to provide support for the FSA security program to comply with Federal and departmental requirements while providing guidance and assistance to FSA Business Units. The Security & Privacy (S&P) initiative provides a centralized point of contact and response for security and privacy issues at FSA. Rather than requiring additional independent security support within each FSA business unit (which would likely result in inconsistent interpretations of Federal and departmental guidance and requirements) the S&P team consolidates the function, allowing a more efficient process, consistent FSA security approaches, and a better allocation of resources.	Systems will complete certification and accreditation on time. One System Security Officer (SSO) training class completed quarterly. Document current state of FSA Security and create an implementation strategy for future initiatives. Support FSA business units complete FISMA requirements to include quarterly plans of action and milestones that are reported to OMB and annual self assessments. Create, update, and refine FSA Security and Privacy policies and procedures to reflect changes in Federal and Departmental requirements.	Sep-04	X	X			X						X			X						X
34		X		Provide Integrated Technical Architecture (ITA) and Enterprise Application Integration (EAI) maintenance and production support.	CIO	Schubert/ Reddy	The overall objective of this task is to keep the production environment running without interruption, and maintain existing ITA and EAI architectures within the FSA and keep these architectures evergreen/current by: Providing ITA and EAI technical architecture support services; performing product evergreening, upgrading, and enhancing; and providing Subject Matter Expert (SME) support for product use and troubleshooting.	Provide ITA and EAI production support services. Promote enterprise technical standards and a reusable infrastructure for integrating disparate systems within FSA. Provide technical support and product specialist/SME services to application development teams. Assist the deployment of applications by application development teams using ITA and EAI. Assist in the resolution of issues for application development teams. Assist application development teams with product specialty support.	Sep-04	X																				
35		X		Support the FSA IT assets at the VDC with lines of service including, full and incremental backups, annual disaster recovery tests, disaster recovery location and services, quarterly capacity planning, annual penetration testing, test environment support, security, compliance to all appropriate FSA, ED, & Federal policies, regulations, statutes.	CIO	Schubert/ Fillinich	Provides the infrastructure for the majority of FSA application systems by June 30, 2004.	Completion of technology refresh by June 30, 2004. Reduce cost by September 30, 2004. Implementation of Enterprise Information Technology Service (EITS) Report Portal by October 31, 2004. Conduct and present business owner surveys *(Establish baseline by 11/30/2003 and final data by 8/31/2004)* Maintain VDC and Certification and Acceptance (C&A) by September 30, 2004.	Sep-04	X		X		X		X				X									

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36		X		Continue Enterprise Quality Assurance Program to support the FSA CIO in conducting systems assessments and evaluations consistent with best practices for Solution Life Cycle (SLC) and Capital Planning and Investment Control (CPIC) processes.	CIO	Schubert/ Coleman	FSA requires an independent, enterprise-wide approach for ensuring the quality of its products and services throughout the IT investment planning and control process. This initiative will ensure FSA maintains a Quality Assurance (QA) program for FSA system development efforts that supports Independent Verification and Validation (IV&V), Security Assessments, Production Readiness Review, and Post-Implementation Reviews (PIR). Continued implementation of this program thru 9/30/04 will help FSA reduce risk on IT investments, comply with Clinger-Cohen mandates, and provide quality products and services to our customers.	Provide IV&V support to four core FSA development efforts: (EAI/ITA enhancements for FY04, CSB development, FMS enhancements and security, and ERM Operations support). Flexibility for additional projects based on management and funding availability. Continue implementation of PIR process and procedures as required by Clinger-Cohen and ED Strategic Goal #6.	Sep-04	X	X			X					X			X		X		X		X
37	31			Support ED, customers and business partners by participating in the President's Management Agenda E-Government initiatives.	CIO	Schubert/ Feely/ Coleman	Participation in the cross-agency E-Gov initiatives -- GovBenefits, eVital, eLoans, and E-Authentication -- directly supports ED strategic goals and objectives, particularly ED Strategic Plan Goal 6.3: Manage information technology resources using E-Gov to improve services for our customers and partners. Other benefits include improving the delivery of loan services to citizens and enhancing interactions with private sector business partners. Also, ED is meeting its responsibility for implementing the President's Management Agenda and working toward a "green light" on its PMA E-Gov Scorecard.	Provide overall project management for the eLoans initiative. Participate in E-Authentication government-wide team. Support continued operations and usability of "students.gov" -- interagency web gateway. Participate in GovBenefits government-wide team. Participate in eVital government-wide team.	Sep-04	X	X			X			X	X										X	X
37.1	31			Release GovLoans Gateway, a plain speak web site that educates citizens with links to federal agency and private-sector resources.	CIO	Schubert/ Feely/ Coleman		GovLoans Gateway is released by June 30, 2004.	Jun-04					X			X										X	X
38				Provide high quality information, research and informal problem resolution services to student loan borrowers and other participants in student aid programs.	Ombud	Wiley	Statutory mandate is to attempt informal resolution of student loan borrower complaints, provide public outreach and evaluate activities and effectiveness.	Weekly surveys of customer satisfaction with research and general assistances cases score 1.9 or LESS on a scale of 1-5, with 1 being HIGHEST. Upgrade Ombudsman Case Tracking System by September 30, 2004. Disseminate information about ombudsman availability, functions, and level of activity on no less than a quarterly basis.	Sep-04		X			X			X										X	X	X

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39				**Conduct reauthorization activities.**	**Policy Liaison**	**Baker**	**The PBO has a statutory responsibility to recommend legislative and other policy changes to the Secretary.**	**Submission of reauthorization recommendations to the Secretary's designee (Assistant Secretary Stroup).**	**Sep-04**		X	X		X															
40				**Policy Liaison Placeholder**	**Policy Liaison**				**Sep-04**																				
41				**Plan and manage FSA conferences.**	**Comm**	**O'Brien/ Thares**	**Update and train schools and financial partners.**	**Achieve current customer satisfaction rating and increase review of FSA sessions to 30%.**	**Apr-04**	X	X			X	X							X	X				X	X	X
42				**Manage, develop and update content for FSANet.**	**Comm**	**O'Brien/ Greene**	**Efficiently store and disseminate information for FSA staff.**	**Achieve 250,000 hits and 7,500 visits per month on FSAnet.**	**Sep-04**			X	X		X		X	X	X	X				X	X		X	X	X
43				**Manage controlled correspondence functions including FOIA, privacy and controlled mail.**	**Comm**	**O'Brien/ Boggs/ Cook/ Sweet**	**Satisfy regulatory requirements that we provide and track information throughout the organization.**	**Timeliness and accuracy of responses.**	**Sep-04**		X				X		X	X	X				X				X	X	X
44				**Develop and implement internal and external communications strategy.**	**Comm**	**O'Brien/ Aiello/ Greene**	**Efficiently and effectively position FSA with internal and external stakeholders.**	**Ensure timely and accurate dissemination of information to FSA stakeholders.**	**Sep-04**	X	X	X	X	X	X		X		X			X	X		X	X	X	X	X
45	**12**	**X**	**X**	**Mature Enterprise-wide Procurement Plan.**	**Perf Mgmt**	**Fare/ Bradfield**	**A specific purpose of the PBO legislation was to integrate information systems supporting FSA programs. Without a comprehensive plan on how to get from where we are today to the targeted End State Vision desired, this purpose cannot be achieved. Without a strategic plan for acquisition management any scheme to achieve the desired target End State Vision will fail.**	**A comprehensive procurement plan synced with the End State Vision. Plan will abide by the requirements of 48 CFR 7, incorporating lessons learned through market research and be flexible in nature so that impact of budget, award sequencing, contract expirations, peak business processes cycles are thoroughly considered and addressed.**	**Sep-04**	X	X	X	X	X	X	X	X	X	X		X			X	X	X	X	X	X
45.1			X	Complete market research to resolve plan issues.	Perf Mgmt	Fare/ Bradfield/ Seifert		Market research is completed by March 31, 2004.	Mar-04		X				X	X		X										X
45.2			X	Synch Plan w/BIG End State Vision.	Perf Mgmt	Fare/ Bradfield/ Seifert		Comprehensive procurement plan is synched up with BIG End State Vision by September 30, 2004.	Sep-04	X	X	X		X	X	X	X	X	X		X			X	X			X	X
46	**12**	**X**		**Develop acquisition workforce.**	**Perf Mgmt**	**Fare/ Bradfield**		**Provide standardized training to all acquisition workforce members.**	**Sep-04**		X		X													X	X		
47	**12**	**X**		**Implement enterprise contract performance monitoring measures against new systems contract awards.**	**Perf Mgmt**	**Fare/ Bradfield**	**Good internal controls require monitoring vendor performance and disseminating the best monitoring methods throughout FSA.**	**The establishment of an enterprise process devoted to capturing best practices in monitoring and measuring vendor performance from all program offices and disseminating this information across the organization.**	**Sep-04**		X			X		X								X				X
47.1				Incorporate CSB into enterprise process.	Perf Mgmt	Fare/ Bradfield		Incorporation of CSB into process by April 30, 2004.	Jun-04		X			X		X								X				X
47.2				Incorporate Integrated Front-end Business Initiative (FEBI) into enterprise process.	Perf Mgmt	Fare/ Bradfield/ Taylor		Incorporation of FEBI into process by September 30, 2004.	Sep-04		X			X		X								X				X

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TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)																													
48	**12**	**X**		**Continuously update and monitor procurement internal controls.**	**Perf Mgmt**	**Fare/ Bradfield**	**Internal controls must be continuously updated and monitored to be efficient.**	**Elimination of ratification actions. Reduction in the number of Sole Source contract awards. Reduction in the number of Sole Source contract extensions. Increase in the net number of contract dollars awarded competitively. *Generally, summary information for the above mentioned items are reported quarterly with reports available in Feb, Jun, Aug and Nov. However, as notable accomplishments are achieved they will be reported on a more frequent basis.* (Add FY 2003 baselines when data are available in January 2004).**	**Sep-04**		**X**									**X**									
48.1				Establish monitoring and reporting process for government furnished property.	Perf Mgmt	Fare/ Bradfield		Establishment of a standard enterprise process for monitoring and reporting on government furnished property.	Jul-04		X									X									
48.2				Establish reporting process to monitor vendor performance.	Perf Mgmt	Fare/ Bradfield		Establish a standard enterprise process for analyzing and sharing what performance measures work.	Sep-04		X									X									
49				**Increase contract dollars awarded to small businesses.**	**Perf Mgmt**	**Fare/ Bradfield**	**President's Management Agenda and congressional mandate require FSA to increase procurement dollars provided to small businesses.**	**Net sum of dollars awarded through prime or subcontracts increases over previous year. Generally, summary information for the above mentioned items are reported quarterly with reports available in Feb, Jun, Aug and Nov. However, as notable accomplishments are achieved they will be reported on a more frequent basis. (Add FY 2003 baseline when data are available in January 2004).**	**Sep-04**			**X**		**X**															**X**
49.1				Increase dollars awarded directly to small businesses.	Perf Mgmt	Fare/ Bradfield		Net increase in dollars awarded to small businesses. Generally, summary information for the above mentioned items are reported quarterly with reports available in Feb, Jun, Aug and Nov. However, as notable accomplishments are achieved they will be reported on a more frequent basis.	Sep-04			X		X														X
49.2				Increase dollars awarded through large business primes to small business subs.	Perf Mgmt	Fare/ Bradfield		Enforceable agreements on small business subcontracting are in place in new contracts.	Sep-04			X		X														X
50		**X**		**Continue to implement integrated project management oversight for FSA's system integration activities.**	**Perf Mgmt**	**Fare/ Bairdain**	**An integrated and common way of managing projects and systems will enable FSA to efficiently control costs and business practices/processes.**	**Integrate all project activity within FSA capturing best practices in project management and link it to strategic objectives.**	**Sep-04**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**				**X**	**X**	**X**		**X**
51		X		**Evaluate and implement selected project management standards based on the system development methodology (Solution Life Cycle).**	**Perf Mgmt**	**Fare/ Bairdain**	**An integrated and common way of managing system development will enable FSA to efficiently control costs and business practices/processes.**	**Standardize all development activity within FSA capturing best practices and link it to strategic objectives.**	Sep-04	X	X	X	X	X	X	X	X	X	X	X	X				X	X	X		X

PROJECT NUMBER	FY03 NUMBER	HIGH RISK PLAN	SYSTEM INTEGRATION PLAN	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	TARGET COMPLETION DATE	Objectives						Strategies													
										1- FSA Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	S11	S12	S13	S14
TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)																													
52				**Restructure integration leadership support to transition the majority of responsibility to FSA staff.**	**App & Del Serv**	**Jacks/ Crowley**	**Reduce the dependency on outside vendors and begin to develop internal positions to serve in full-time integration capacity.**	**Identify the positions and begin transition plans.**	**Sep-04**	**X**		**X**	**X**			**X**	**X**									**X**	**X**		
53		**X**		**Prepare and continually monitor and report on the accomplishments of the High Risk Plan.**	**Perf Mgmt**	**Fare/ Paulsen**	**The SFA programs have been designated as high-risk since 1990 when GAO identified programs that were "high-risk" due to vulnerabilities to fraud, waste, abuse and mismanagement. GAO has identified three issue areas FSA should target for improvement: 1) financial management; 2) systems integration; and 3) ensuring a balanced management approach. GAO will evaluate FSA performance during FY 2004 and will make a determination that will be reported on in January 2005.**	**FSA will get a clean opinion on its FY 2003 financial statements and have a structure in place to sustain that opinion in future years including FY 2004; FSA addresses OIG and GAO internal audit recommendations meeting the 95% standard; FSA meets its program integration and program integrity goals in its FY 2004 FSA Performance Plan. Prepare final FY 2004 Plan by December 31, 2003. Prepare detail status reports for management council on a quarterly basis.**	**Sep-04**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**				**X**	
54	**14**	**X**		**Deliver workforce development and support programs.**	**Wrkfrce Spt Serv**	**Thomas**		**Accomplish the milestone measures linked to this project.**	**Sep-04**		**X**		**X**												**X**	**X**		
54.1				Continue Intern Program.	Wrkfrce Spt Serv	Thomas/ Rumber	Established in 1999, the highly successful Intern Program provides students with opportunities to work on substantive projects that enhance their academic interests while providing FSA with an innovative student academic perspective.	Valuable feedback from students on the delivery of financial aid. Highly motivated students provide cutting edge technology and academic theory to the work place. Large number of students yearly applying for the FSA internship program.	Sep-04		X		X													X			
54.2				Conduct FSA Orientation.	Wrkfrce Spt Serv	Teresa/ Craddock	There is currently no vehicle to quickly and consistently acclimate new staff to FSA's business, operations or organization; familiarize them with their work areas, equipment procedures and help them feel welcomed.	At least one classroom orientation to FSA conducted each quarter. Each quarter report through surveys that 85% of attendees are satisfied with overall orientation program experience. Through quarterly analysis show that 90% of new employees participate in FSA orientation class.	Sep-04		X		X													**X**			
54.3	**14**			Implement results of One-ED Competitions.	Wrkfrce Spt Serv	Thomas/ Mondragon	The President's Management Agenda requires that ED subject commercial activities to the competitive sourcing process to generate savings and performance improvements.	Integration of residual functions and staff within FSA. Successful initiation and/or processing of personnel actions needed to implement competitive sourcing decisions.	Sep-04				X															
54.4	**14**			Update Skills Catalog/Learning Tracks.	Wrkfrce Spt Serv	Teresa/ Conrad	Because FSA has not systemically identified the competencies necessary to accomplish its mission and goals it cannot efficiently prepare to meet current or future workforce needs.	At least two learning tracks are complete and one is in progress by the end of the fiscal year.	Sep-04		X		X												X	X		

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54.5	**14**			Implement Workforce Alignment Strategy.	Wrkfrce Spt Serv	Thomas/ Mondragon	Provide support to FSA organizations to ensure their organizational structures and staff resources are properly aligned to best accomplish their goals/objectives.	Successful development and implementation of a workforce alignment strategy and/or reorganization.	Aug-04				X																
54.6				Update the FSA Human Capital Plan - reflecting the mission-critical challenges workforce needs and plans for recruiting retaining, developing and motivating staff.	Wrkfrce Spt Serv	Thomas	To overcome critical mission challenges by addressing workforce challenges; achieve economies of scale by collaborating with business units and ED; integrate strategic human capital planning and management into FSA's ongoing planning and management activities; and build a cornerstone for sustaining the SFA Programs removal from GAO's list of high risk programs.	Human Capital Plan to be adopted by July 2004.	Jul-04																				
55				**Perform facilities management activities.**	**Wrkfrce Spt Serv**	**Thomas/ Hunter**	**Ensure FSA employees have resources required to perform their jobs and achieve results.**	**Accomplish the milestone measures linked to this project.**	**Sep-04**			**X**	**X**	**X**	**X**														
55.1				Implement facilities needs.	Wrkfrce Spt Serv	Thomas/ Hunter	Coordinate with the Department and GSA to implement facility needs for HQ and regions.	Compliance with OSHRA regulations. Adheres to Department of Education space standards.	Jan-04			X	X	X	X														
55.2				Coordinate security needs.	Wrkfrce Spt Serv	Thomas/ Hunter	Coordinate security needs with the Department and Homeland Security.	FSA is compliant with Department of Education and Homeland Security OEP's policies.	Apr-04			X	X	X	X														
55.3				Administer records management.	Wrkfrce Spt Serv	Thomas/ Hunter	Provide program administration and oversight of the FSA records management system.	Compliance with records management regulations.	May-04			X	X	X	X														
55.4				Coordinate the distribution of the Transi Benefit program.	Wrkfrce Spt Serv	Thomas/ Hunter	Coordinate parking and transit issues with FSA employees and the Department.	Ensure benefits are available to all eligible FSA employees. Develop a survey instrument to measure customer satisfaction of program.	Mar-04			X	X	X	X														

Grey font indicates action item has been cancelled.