

**SBA Project Plan  
Recovery Automation Program**

**May 15, 2009**

**PROGRAM PURPOSE**

SBA’s Recovery Automation Program (RAP) will renew and expand critical parts of the agency’s information technology platform in order to support larger and faster interactions with SBA’s lending partners and accelerate the delivery of funds to small businesses.

**PUBLIC BENEFITS**

Lenders and small businesses will get one-stop support by phone or internet from a new, integrated call center and web portal backed by an SBA-wide customer relationship management database. Lenders will experience accelerated response with a secure state-of-the-art telecommunications infrastructure connecting SBA’s processing centers. SBA’s decision-making will be improved with improved business intelligence technology and credit risk analysis aligned with industry best-practices.

<b>QUICK PROJECT FACTS</b>	
<b>Project Description</b>	Recovery Automation Program
<b>Appropriated Funds</b>	\$20 million
<b>Implementation Timeline</b>	2/17/09 – 9/30/10
<b>Program Sunset</b>	9/30/10
<b>RESOURCES</b>	
<b>Exec. Sponsor</b>	Ana Ma
<b>Team Lead</b>	Christine Rider
<b>Offices Involved</b>	OCIO, OCA, ODA, OCFO, OGC, OFO, M&A, ORM <sup>1</sup>

**PROGRAM DETAILS**

SBA’s Recovery Automation Program will include the following projects and activities:

- Improve lender and small business support through upgraded communications strategies, including a lender- and customer-centric multi-tiered call center and web portal linked to an SBA-wide Customer Relationship Management system and “expert tools” to guide web visitors to capital and credit sources.
- Enhance SBA’s ability to analyze portfolio risk by adopting dynamic data modeling tools and analytics and improving the integration of data from lender risk assessments.
- Accelerate the modernization of SBA’s loan accounting systems to ensure that these systems are functionally aligned with regulations related to implementing the Recovery Act and compatible with current lender oversight and customer service systems.
- Boost data transfer speeds between processing centers by acquiring wide-area-network optimization technology and increased telecommunications bandwidth between the facilities where SBA processes small business and lender transactions.
- Digitize paper-based Microloan activities in order to reduce time-to-approval and improve accuracy for SBA’s most time-sensitive lender support initiatives.

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<sup>1</sup> See Glossary of Office Names

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**PROJECT PLAN**

Milestones for this project are listed below. Progress will be measured against the planned delivery dates.

<b>Milestones (Accountable Office[s])</b>	<b>Due Date</b>	<b>Status</b>	<b>Comments</b>
<b>Planning Phase</b>			
Complete current-state assessment for telecommunications	9/30/09	In process	
Complete current-state assessment for call center capabilities	9/30/09	In process	
Complete current-state assessment for web outreach	9/30/09	In process	
Complete current-state assessment for document management	9/30/09		
Complete current-state assessment for digitization efforts	9/30/09		
Complete risk assessment (ORM, OCIO)	9/30/09		
Develop risk mitigation plan (ORM, OCIO)	9/30/09		
<b>Execution Phase</b>			
Optimize WAN	2/01/10		
Implement call center web portal	2/01/10		
Implement Microloan digitization	2/10/10		
<b>Evaluation Phase</b>			
Monitor spending of appropriated funds and program performance through monthly program performance reviews (OCFO, PMO, Steering Committee, Workgroup)	9/30/10	Ongoing	

Dates in the chart above are subject to change based on final policy decisions and external factors. These factors may include the need to execute third-party contracts; recruit, hire and train additional staff; obtain necessary external approvals; and create or modify required systems. Project Plans will be re-baselined and updated as necessary.

**TRANSPARENCY AND ACCOUNTABILITY**

To report progress on the implementation of this project, SBA will regularly update the Milestones table set forth above to report on the status of milestone attainment. Updated Project Plans will be published on SBA’s Recovery web site: <http://www.sba.gov/recovery/agencyplans>.

SBA will also be monitoring and reporting on progress against targeted project outcomes. The table below indicates the targeted outcomes and the metrics that SBA will use to monitor and report performance for this project.

<b>Outcomes</b>	<b>Metrics</b>
Faster interactions with lending partners and accelerated delivery of funds to small businesses	<ul style="list-style-type: none"> <li>• Improvement in wide-area-network optimization</li> <li>• Percentage of digitized Microloan operations</li> <li>• Customer satisfaction</li> </ul>

<b>Metrics</b>	<b>Wide-area-network optimization</b>	<b>Customer Satisfaction</b>	<b>Percentage of digitized Microloan operations</b>
Measure Type	Output	Outcome	Output
Measure Frequency	Quarterly	Quarterly	Quarterly
Direction of Measure	Increase	Increase	Increase
Unit of Measure	Percentage	Percentage	Percentage
Explanation of Measure	Circuits improved or optimized relative to total circuit count	A survey will measure positive responses of SBA lenders to improved processes	Number of digitized Microloan transactions relative to total transactions
Year	FY2010	FY2010	FY2010
Original Program Target	25%	25%	10%
Revised Full Program Target	40%	50%	40%
Target (incremental change in performance)	15%	25%	30%

SBA will generate Program Performance Reports that will contain metrics showing outcomes, usage, borrower and lender characteristics, and risk parameters.

In addition, SBA will generate a Program Performance Overview Report, which will contain detailed financial and performance information about all SBA Recovery Act programs with cross-year outcome and performance comparisons. This report will be used to measure progress against agency-wide performance targets.

Information contained in the Program Performance Overview Report and each Program Performance Report will be updated periodically and published on SBA's Recovery web site.

**MONITORING AND EVALUATION**

The SBA developed an agency-wide framework to ensure timely and effective implementation of Recovery Act projects to support America's small businesses. The SBA Recovery Act Steering Committee, comprised of senior SBA leadership, meets every week to review, evaluate and assess the status and results of each SBA-related Recovery Act project.

The Recovery Automation project is managed by a team. Project teams, which meet several times each week, and supporting offices are held accountable for on-time completion of project milestones and deliverables. Project teams also meet regularly with the Performance Management Office to track metrics and milestones, which are reported weekly to the Steering Committee.

The Steering Committee reviews reports to identify:

- Progress made toward each project milestone
- Factors that have the potential to slow implementation or decrease effectiveness
- Effectiveness of each project measured against expected outcomes
- Success of any implemented adjustments made to strategies, services and project
- Effectiveness of risk mitigation strategies

**GLOSSARY OF OFFICE NAMES**

CLA	=	Office of Congressional & Legislative Affairs
DFC	=	Denver Finance Center
M&A	=	Office of Management & Administration
OCA	=	Office of Capital Access
OCFO	=	Office of the Chief Financial Officer
OCIO	=	Office of the Chief Information Officer
OCPL	=	Office of Communications & Public Liaison
OCRM	=	Office of Credit Risk Management
OED	=	Office of Entrepreneurial Development
OFA	=	Office of Financial Assistance
OHCM	=	Office of Human Capital Management
OFO	=	Office of Field Operations
OGC	=	Office of General Counsel
OPGM	=	Office of Procurement & Grant Management
OPP	=	Office of Policy & Strategic Planning
ORM	=	Office of Risk Management
PMO	=	Performance Management Office