

Home - Q2, 2007 Management Accountability - Microsoft Internet Explorer provided by Indymac Bank

Address: http://imbportal/sites/EPAT/CTO2/EAdmin/Q2,%202007%20Management%20Accountability/default.aspx

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## Q2, 2007 Management Accountability

Date: 7/16/2007 (12:00 AM) - 7/31/2007 (11:00 PM) >>  
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### Objective / Instructions

The objective is to complete the Management Accountability Deck in a timely manner, with the highest quality with as little rework as possible.

The goal is to capture all of the information that goes into the Management Accountability (MA) deck in one central location to avoid versioning issues and to account for all of the information provided from each group.

The left column of this web site is broken into multiple web parts, each corresponding to a section of the MA deck. After the information has been reviewed, it will be assembled into the final PowerPoint deck for final review. This will minimize the time it takes to constantly reformat the deck and will cut down on the number of versions of the deck.

Edit text

### MA Deck Slide Assignments

Title	Assigned To	Status	Due Date
<b>Assigned To : Fernando, Boulton (9)</b>			
Issues	Fernando, Boulton	In Progress	7/16/2007
Operational Improvements	Fernando, Boulton	Completed	7/16/2007
Pg 14 - Decentralized Headcount	Fernando, Boulton	In MA Deck	7/16/2007
Pg 14 - How are we managing our resources?	Fernando, Boulton	Completed	7/16/2007
Pg 16 - How are we doing with Audit & compliance?	Fernando, Boulton	Completed	7/16/2007
Pg 3 - Dashboard - 2007 Top Initiatives	Fernando, Boulton	Completed	7/16/2007
Pg 7 - How are we further reducing costs?	Fernando, Boulton	Completed	7/16/2007
What did we get for our money? - Q2, 2007	Fernando, Boulton	Completed	7/16/2007
What we are getting for our money? - Q3, 2007	Fernando, Boulton	Completed	7/16/2007
<b>Assigned To : Huffman, George (4)</b>			
Pg 11 What is the health of the Company project portfolio?	Huffman, George	Not Started	7/16/2007
Pg 12 - What is the status of our 2007 Capital Expenditures?	Huffman, George	Not Started	7/16/2007
Pg 14 - Decentralized Headcount - Project Managers outside the PMO	Huffman, George	Not Started	7/16/2007
Pg 2 - Dashboard - Metrics [PMO]	Huffman, George	Not Started	7/16/2007
<b>Assigned To : Ingino, Greg (9)</b>			
Issues	Ingino, Greg	Completed	7/16/2007
Operational Improvements	Ingino, Greg	Completed	7/16/2007
Pg 13 - Are we meeting system performance standards?	Ingino, Greg	In MA Deck	7/16/2007
Pg 14 - How are we managing our resources?	Ingino, Greg	Completed	7/16/2007
Pg 2 - Dashboard - Metrics [IT Ons]	Ingino, Greg	In MA Deck	7/16/2007

### MA Deck Sections

URL	Status
Dashboard - Metrics	<input type="radio"/>
Dashboard - 2007 Top Initiatives	<input type="radio"/>
How much did we spend?	<input type="radio"/>
How much did we spend? - GAAP Variance Analysis	<input type="radio"/>
How much did we spend? - 2007 Updated GAAP Forecast	<input type="radio"/>
How are we further reducing costs?	<input type="radio"/>
How are our performance metrics?	<input type="radio"/>
What did we get for our money? - Q2, 2007	<input type="radio"/>
What are we getting for our money? - Q3, 2007	<input type="radio"/>
What is the health of the Company project portfolio?	<input type="radio"/>
What is the status of our 2007 Capital Expenditures?	<input type="radio"/>
Are we meeting system performance standards?	<input type="radio"/>
How are we managing our resource?	<input type="radio"/>
How are our HR metrics? - Q2, 2007	<input type="radio"/>
How are we doing with Audit & Compliance?	<input type="radio"/>
Appendix	<input type="radio"/>
What did we get for our money? - Detail (Q2, 2007)	<input type="radio"/>

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Dashboard - 2007 Top Initiatives - Microsoft Internet Explorer provided by Indymac Bank

Address: http://mbportal/sites/EPAT/CTO2/EAdmin/Q2,%202007%20Management%20Accountability/Lists/Tasks2/Sashboard%20%202007%20Top%20Initiatives.aspx

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## Q2, 2007 Management Accountability Dashboard - 2007 Top Initiatives

There are the Top EPAT Initiatives

[New Item](#) | [Filter](#) | [Edit in Datasheet](#)

Edit Project Title	Project	Cost	Business Value	Projected Delivery	PSR Link
Imaging - Image the entire loan file	Imaging and Digitization - Capture and integrate electronic loan information (images and data) by implementing Image capture and Indexing and Electronic Data Interchange (EDI) throughout the entire loan origination process.	\$7.9M	Further extend our loan origination process to our customers by providing them multiple channels to submit loan documents and data to close loans faster and reducing our cost per loan.	Q4, 2007	<a href="#">Link</a>
Net Oxygen System Consolidation Retire Gallagher	Net Oxygen System Consolidation - Reprioritize NetOxygen implementation to include system consolidation and front end systems	\$2.5M	Standardized LOS application platform resulting in reduced maintenance, licensing, support and development costs.	Q4, 2007	<a href="#">Link</a>
Financial Freedom - Implement robust front and middle office systems for Financial Freedom	Financial Freedom - Implement robust front and middle office systems for Financial Freedom	\$3.3M	Expedited product development leading to faster time to market and increased loan volume. Improved controls and operational efficiencies.	Q4, 2007	<a href="#">Link</a>
B2B Website - B2B website rewrite including eConsultant functionality	B2B Website - B2B website rewrite including eConsultant functionality	\$3M	Improved customer usability resulting in an increase in loan volume.	Q4, 2007	<a href="#">Link</a>
LPAS - Implement Loan and Pipeline Accounting System (LPAS)	LPAS - Implement Loan and Pipeline Accounting System (LPAS) to more accurately price loans and manage loan profitability CHECK WITH RAYMOND WE MIGHT WANT TO REMOVE THIS PROJECT	\$4M	Allow development of a Profit and Loss Statement at the loan level resulting in more accurate pricing of loans.	Q4, 2007	<a href="#">Link</a>
Investment Borrowing System (IBS)	Investment Borrowing System (IBS) - Implement a single platform for risk measurement, analysis, valuation, mark-to-market and reporting for multiple business units	\$2M	Automation of risk analysis and trading/controls. The initiative will maintain portfolio data, analytics and accounting information.	Q4, 2007	<a href="#">Link</a>
Core Databases and Imaging Infrastructure	Core Databases and Imaging Infrastructure - Improve stability and availability of core critical databases and imaging infrastructure	\$1M+	Highly available, stable and scalable database and imaging infrastructure.	Q4, 2007	<a href="#">Link</a>
Siebel Marketing Analytics & Lead Management	Siebel Marketing Analytics & Lead Management - Implement a Customer Analytics Solution (Q3) and expand implementation of an Integrated Lead Management system (HCL-Q3)	\$2.4M (Marketing Analytics) and \$911K (Lead Management)	Improve cross sell and retention, and increase the pull-through of loans from leads to funding.	Q3, 2007	<a href="#">Link</a>
BCP - Business Continuity Integration with Technology Recovery	BCP - Business Continuity Integration with Technology Recovery	\$1.5M	Limit the impact of business disruptions and crises by providing a centralized framework to restore business unit operations within predefined time frames.	Q2, 2007	<a href="#">Link</a>
Server Virtualization	Increase the capacity of the virtualization infrastructure and reduce the amount of power used	\$3.4M	Lower hardware costs, datacenter costs, and decrease time to activate servers through virtualization.	Q4, 2007	<a href="#">Link</a>
La Mirada Datacenter Optimization	La Mirada Data Center infrastructure improvements to extend the life of the data center	\$11.3M	Expand power, cooling and space capacity enabling required support for core critical production infrastructure, longer life of datacenter, and ultimately for the potential of providing back-up datacenter capabilities with the Tempe datacenter.	Q4, 2007	<a href="#">Link</a>
Operational Improvements	Operational Improvements		Better accountability framework resulting in better business alignment and transparency to IT costs.	Q4, 2007	
FHA products in e-Mits, Net Oxygen, MIPS	This will allow for the origination, processing/underwriting and funding through all of our core lending systems	\$1.5M+	Will allow our customers to originate, through Servicing of Government loans.	Q4, 2007	

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What did we get for our money? - Detail (Q1, 2007) - Microsoft Internet Explorer provided by Indymac Bank

Address: http://imbportal/sites/EPAT/CTO2/EAdmin/Q2,%202007%20Management%20Accountability/Lists/Tasks/By%20Group.aspx

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### Q2, 2007 Management Accountability

## What did we get for our money? - Detail (Q1, 2007)

Select a View: All Tasks, Active Tasks, **By Group**, Data Sheet

Actions: Add to My Links, Alert me, Export to spreadsheet, Modify settings and columns

Use the Tasks list to keep track of work that you or your team needs to complete.

New Item | Filter | Edit in Datasheet

Edit Group	Project/ Initiative	Type	Cost	Core Strategy	Business Driver	Business Value	Value	Project Rank	status	Modified By
<b>Group : Architecture &amp; Shared Services (3)</b>										
Architecture & Shared Services	Solution definition of FOCUS Infrastructure upgrade (SQL Server)	Strategic	\$120,000 until design. The total project cost will be estimated after completion of design (7/23).	Reliability	Infrastructure	Increase systems availability and performance of core critical mortgage banking applications.	Support the immediate and future growth of loan volume by providing a robust and reliable database infrastructure	1 MA		Jones, David
Architecture & Shared Services	Solution delivery of Financial Freedom Front Office Call Center	Strategic	\$150K	Effective Business Solutions	Infrastructure	Provide efficient customer service by marketing personnel and help in generating more leads.	Increased efficiencies and customer service	3 MA		Jones, David
Architecture & Shared Services	Solution definition of Siebel Marketing Analytics - Enterprise marketing analytics for loan retention and cross-sell	Strategic	\$1.5MM (total of \$2.1MM including licensing costs paid in 2005/2006)	Effective Business Solutions	Revenue Generation	Improve the response rate of retention campaigns by improving targeting and utilizing multiple channels.	\$1.4MM annual return	2 MA		Jones, David
<b>Group : Information Management (9)</b>										
Information Management	Paperless loan files - retain imaged loan files and purge paper post secondary market sale.	Strategic	\$4.8MM (imaging investment will enable this initiative)	Digitization	Cost Avoidance	Paperless loan processing, reduced storing and shipping costs, faster availability of loan documents to secondary and due diligence teams and further enabling offshore/remote workforce. Also negotiated new national storage contract (scan local store local) resulting in TBD cost savings.	Policy signed off by business leaders. In place for Conduit. CMO dependent upon completing Imaging roll out and platform stability.	MA		Jones, David
Information Management	Imaging Infrastructure Review	Tactical	\$130k	Digitization	Infrastructure	Stable and highly available imaging infrastructure.	Implementing recommendations from assessment.	MA		Jones, David
Information Management	Enhance SPA (Servicing database) to be the single data source for servicing data	Tactical	\$40k	Effective Business Solutions	Risk Management	Establish complete single source of servicing data including delinquency and default data to be used to for portfolio management and risk management	Automated data feed and elimination of multiple sources of data	MA		Jones, David
Information Management	Enable electronic loan delivery FTP (file transfer protocol)	Tactical	\$52k	Digitization	Efficiency Benefits	Provides additional mechanism for customers to efficiently transmit loan	Eliminates multiple costs surrounding the loan file (shipping	MA		Jones, David

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What we are getting for our money? - Q3, 2007 - Microsoft Internet Explorer provided by Indymac Bank

Address: http://mbportal/sites/EPAT/CTO2/EAdmin/Q2,%202007%20Management%20Accountability/Lists/Tasks13/Group.aspx

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## Q2, 2007 Management Accountability

### What we are getting for our money? - Q3, 2007

Use the Tasks list to keep track of work that you or your team needs to complete.

New Item | Filter | Edit in Datasheet

Project/Initiative	Group	Type	Cost	Core Strategy	Business Driver	Value	Project Rank	Status	Modified By
<b>Group : Architecture &amp; Shared Services (6)</b>									
Solution Delivery of Siebel Marketing Analytics - Enterprise marketing analytics for loan retention and cross-sell	Architecture & Shared Services	Strategic	\$1.5M (\$2.1M total, rollout in August 2007)	Effective Business Solutions	Revenue Generation	\$1.4M annual return	2	MA	Jones, David
HLS-Contact Center solution definition for Austin and Kalamazoo	Architecture & Shared Services	Strategic	\$1M	Reduce Complexity	Efficiency Benefits	Increased efficiency and customer service	5	MA	Jones, David
Lead management system solution delivery using Siebel for HCL	Architecture & Shared Services	Strategic	\$912K (1.5M including CBL)	Effective Business Solutions	Revenue Generation	\$800K annual return	4	MA	Jones, David
IT vision and roadmap for enterprise applications	Architecture & Shared Services	Strategic	Operations	Reduce Complexity	Efficiency Benefits	Increased stability, efficiencies and ease of support and maintenance	1	MA	Jones, David
SQL Server upgrade of core critical FOCUS and ELIFE (NetOxygen) databases solution definition	Architecture & Shared Services	Strategic	\$120K for solution definition (total cost to be estimated at the end of the solution definition)	Reliability	Infrastructure	Support the immediate and future growth of loan volume by providing a robust and reliable database infrastructure	3	MA	Jones, David
Imaging platform standards definition	Architecture & Shared Services	Strategic	Operations	Reduce Complexity	Efficiency Benefits	Standard and reliable platform to reduce complexity of the imaging platform	6	MA	Jones, David
<b>Group : Information Management (4)</b>									
Develop enterprise and business unit datamarts for analysis and reporting - HBD, HED, Default/DQ, Accounting/Finance and Brightlines enhancements	Information Management	Tactical	TBD	Effective Business Solutions	Efficiency Benefits	Business unit databases optimized for analysis, trending and reporting. Centralized data and agreed upon definitions eliminating confusion across multiple databases		MA	Jones, David
Imaging infrastructure improvements	Information Management	Tactical	TBD	Digitization	Infrastructure	Implement prioritized recommendations and fixes as determined by the SWAT team to improve imaging stability and scalability		MA	Jones, David
Enhanced Customer Service surveys with greater frequency, and additional reporting and analysis	Information Management	Tactical	TBD	Effective Business Solutions	Revenue Protection	Enhanced customer service surveys to identify opportunities for improvement in business operations		MA	Jones, David
Continued roll out of Imaging initiatives	Information Management	Tactical	TBD	Digitization	Efficiency Benefits	Further roll out will allow for recognition of expected operational cost savings reducing cost/loan.		MA	Jones, David

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How are we further reducing costs? - Microsoft Internet Explorer provided by Indymac Bank

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## Q2, 2007 Management Accountability

### How are we further reducing costs?

Select a View: All Tasks, Active Tasks, Datasheet View, **By Group**, Report, Outstanding Questions

Actions: Add to My Links, Alert me, Export to spreadsheet, Modify settings and columns

Navigation: New Item | Filter | Edit in Datasheet

Edit	Group	Activity	Status	Cost Savings?	Cost Savings Type	Q1, 2007 Savings	Q2, 2007 Savings	Q3, 2007 Savings	Q4, 2007 Savings	2007 YTD Projected 200
<b>Group : Administration (1)</b>										
Cost Savings? : EPAT Cost Savings (1)										
	Administration	Staff Reduction (Finance & ITO)	Not Started	EPAT Cost Savings	Labor	\$52,500.00	\$72,500.00	\$72,500.00	\$72,500.00	\$125,000.00
<b>Group : Architecture &amp; Shared Services (1)</b>										
Cost Savings? : EPAT Cost Savings (1)										
	Architecture & Shared Services	Resource Management - FTEs not backfilled	Reviewed	EPAT Cost Savings	Labor		\$47,000.00	\$47,000.00	\$47,000.00	\$147,000.00
<b>Group : Information Management (7)</b>										
Cost Savings? : Cost Savings Accruing to Business Units (3)										
	Information Management	Imaging - Conduit full loan file imaging and offshore indexing	Reviewed	Cost Savings Accruing to Business Units	Labor	\$377,655.00	\$188,280.00			\$565,935.00
	Information Management	Offsite file storage and delivery savings (Cost Avoidance)	Not Started	Cost Savings Accruing to Business Units	Non-Labor	\$51,138.00	\$45,509.00			\$96,647.00
	Information Management	Records Management - Stop shipping of Conduit loan files	Not Started	Cost Savings Accruing to Business Units	Non-Labor	\$83,923.00	\$62,760.00			\$146,683.00
Cost Savings? : EPAT Cost Savings (4)										
	Information Management	Offsite file storage and delivery savings (Retroactive credit due to rate)	Reviewed	EPAT Cost Savings	Non-Labor	\$83,333.00				\$83,333.00

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## Q2, 2007 Management Accountability Issues

Select a View: All Tasks, My Tasks, Active Tasks, By Assigned To

Actions: Add to My Links, Alert me, Export to spreadsheet, Modify settings and columns

New Item | Filter | Edit in Datasheet

Issue	Resolution	Issue Summary	Assigned To	Type	Quarter
FOCUS database performance issues	<p>A team has been formed to troubleshoot the issues and come up with a general optimization recommendation for all database servers</p> <ul style="list-style-type: none"> <li>- Inefficient queries and stored procedures have been identified and were optimized (Completed)</li> <li>- Trending and baseline testing was performed and recorded (Completed)</li> <li>- Monitoring implemented for all servers (Completed)</li> <li>- Load testing is made part of the release approval process (Completed)</li> <li>- Upgrade to SQL 2005 database application (In progress and tracked separately as a key initiative with expected rollout of Q4'07)</li> </ul>	Application and imaging systems performance issues were caused by a variety of technical issues. Short-term resolution included a hardware upgrade, application performance tuning and improved systems monitoring. Planned long-term solutions include, amongst other steps, a database upgrade.	Sen, Ram	Systems Availability	Q1, 2007
Net Oxygen Production issues	EPAT working with the business have prioritized and scheduled for release all defects that impact Net Oxygen. The majority of these defects are address in July and August with a group of non-high priority items being remediated in September.	Productions issues within Net Oxygen and Imaging have made the expanded use of these systems impossible. The rollout out of Net Oxygen release 4.1 have been stopped as well as the additional use of Imaging. Until these systems are stabilized the rollouts will not continue. It is planned that after the August Bundle Release the stability will be reviewed and discussions with the business regarding the future rollout timelines will take place.	Scanlan, Jim	Systems Availability	Q2, 2007
Imaging (Kofax/Legato)/ DISC/DMA issues	<ul style="list-style-type: none"> <li>• A SWAT team has been formed which includes IndyMac SME's and 3rd party vendors to troubleshoot come up with an action plan to address various issues</li> <li>• To date, the following fixes have been implemented: SQL indexing, release scripts from EMC, and storage optimization</li> </ul>	Users experienced various issues within the Imaging, DISC and DMA applications. Some of the issues include: inability to access application, latency, time out errors, inability to view images, lost/corrupt faxes and batch release errors.	Ingino, Greg	Systems Availability	Q2, 2007
PeopleSoft Financials Issues	<ul style="list-style-type: none"> <li>• Inefficient queries and stored procedures have been identified and were optimized</li> <li>• A problem server was removed from the pool</li> <li>• EMC vendor was engaged and found the correct version of the driver installation package was not executed. It was later installed in the environment</li> </ul>	Due to the upgrade of the PeopleSoft system, numerous post-production issues occurred	Ingino, Greg	Systems Availability	Q2, 2007
XP SP2 Issues	NetOxygen will be patched in the August bundled release	Microsoft Operating System is out of date resulting in quarterly maintenance costs of \$50K. Maintenance costs will increase to \$150K at the end of Q3, 2007	Ingino, Greg	Other	Q2, 2007
La Mirada Data Center Power Issues	Careful monitoring of power and aggressive migration of servers from physical to virtual as part of the Virtualization project	Available power in the La Mirada Data Center is less than 5% for new systems	Ingino, Greg	Other	Q2, 2007
RLG Issues	Put point person in place to coordinate all IT needs for RLG across the EPAT and IT Purchasing teams. Working on new hire set-up process analysis and	RLG is developing its processes and the IT needs along the way. Some of the challenges include:	Ingino, Greg	Other	Q2, 2007

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## Q2, 2007 Management Accountability Operational Improvements

 

- Select a View
- All Tasks
- Actions
- Add to My Links
  - Alert me
  - Export to spreadsheet
  - Modify settings and columns

New Item | Filter | Edit in Datasheet

Item	Quarter
<b>Quarter : Q1, 2007 (5)</b>	
2007 Cap-Ex completed with Board approval	Q1, 2007
EPAT Strategic Plan presented and approved by CTSC	Q1, 2007
Improved Accountability - compensation plans aligned with strategic plan, new metrics and Accountability Package	Q1, 2007
New process and controls surrounding capital expenditures	Q1, 2007
Quarterly IT cost and value presentations to Business Units for increased transparency (HCL, HBD & Retail Bank)	Q1, 2007
<b>Quarter : Q2, 2007 (17)</b>	
Company wide wireless-device reduction plan	Q2, 2007
Continue cost reduction initiatives	Q2, 2007
Cognizant contract renewal and 2nd Indian vendor contracted	Q2, 2007
Refined capitalization process to include Business Unit labor	Q2, 2007
Software development life cycle (SDLC) refinement	Q2, 2007
Consolidate Construction Loans Servicing Platforms	Q2, 2007
Problem Management Automation	Q2, 2007
Self Help Enhancements	Q2, 2007
Telecom conversion to Cisco for La Mirada, Kalamazoo, and San Francisco	Q2, 2007
Transitioned release engineers to offshore	Q2, 2007
Transitioned La Mirada Data Center support to Tempe	Q2, 2007
Rolled out Password Reset for all remote users	Q2, 2007
Disaster Recovery Plan for Tier II Help Desk	Q2, 2007
Augment onsite team with offshore resources for database releases	Q2, 2007
Transitioned non-critical production database projects offshore	Q2, 2007
Completed IT Security policy realignment to ISO standards	Q2, 2007
Deployed EPAT Audit Compliance sharepoint site providing real-time information of all audit issue status	Q2, 2007
<b>Quarter : Q3, 2007 (1)</b>	
Centralized EPAT policy and procedure creation utilizing off-shore resources	Q3, 2007