Prepared for:

The National Association of Independent Schools

Concept of Operations.

08.17.2009 – First Draft delivered to Client.

08.24.2009 – Revised to include CFO feedback.

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1. Objectives.

A Concept Of Operations document (CONOPS) is most commonly associated with large-scale deployments of military systems, but was specifically identified by the NAIS as a desired deliverable. In order to clarify the actual technical requirements for an application developer, we recommend that the last 2 items that are typically associated with a CONOPS (*System Deployment Procedures*, and *System Development/Maintenance*), be broken out and detailed in the Technical Recommendations document. This document will specifically provide a high-level overview of the goals for the Reporting System, identify each of the project stakeholders, and identify the strategies and policies affecting the successful development and deployment of the Management Reporting System.

2. Project Goals.

The following statement of goals was provided directly by the NAIS during our initial requirements gathering exercise:

> As *SSS By NAIS* transitions from a single provider of services to a model utilizing multiple partners, the data required to operate, manage, and report about the program will reside in multiple platforms. In addition, the existence of numerous providers introduces a level of complexity to program operations, that of monitoring and managing the effectiveness of the providers, and the collaboration required among providers and with *SSS By NAIS*. Effective, agile, informed operation and management of all aspects of *SSS By NAIS* will require robust, timely data flows and reports. Managing *SSS By NAIS* internally provides new opportunities for NAIS and *SSS By NAIS* to further provide services, information, and research to independent schools by utilizing the data created by the program and leveraging it across the existing databases managed by NAIS. *SSS By NAIS* can realize these strategic initiatives best if appropriate data and reporting formats are provided for in design and initial implementation.

Based on the verbal feedback collected during our interviews with NAIS staff members, we also feel that the following statements of the project's goals are accurate:

> The NAIS presently suffers from a lack of easily-accessible, real-time reporting across many areas of its technical infrastructure. Senior management is frequently obliged to directly interact with technology vendors in order to obtain even the most basic financial summary numbers, specifically as related to its projected revenue numbers for various NAIS product offerings. There are challenges in other program areas as well, but the inability to cross-analyze and accurately report financial data is currently hindering the growth of the *SSS By NAIS* initiatives on a number of levels. Each staff member that was interviewed has encountered these "hurdles", and the growth of the *SSS By NAIS* program is not as strategically informed as it might otherwise be. It is sometimes very tedious and difficult for staff to offer up fiscal recommendations to each other, and to provide deep analysis directly to schools and parents. In order of priority, the goals and objectives of the Management Reporting System are:
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> 1. The Management Reporting System will streamline the flow of information throughout the organization, reducing dependence on external vendors, and also enhancing the NAIS staff's ability to make timely, informed financial decisions. An example of a detailed outcome of the MRS might be to provide periodic information about vendor performance against key operating indicators.
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> 2. The Management Reporting System will accurately expose and report snapshot and YTD revenue for all NAIS programs, to whatever degree possible. Examples of revenue reports that are currently very difficult to incorporate in to financial projections are: fee waivers by schools, event registration revenue (Annual Conference, POCC data from

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Experient), inventory reporting (book sales by BrightKey), and advertising/marketing revenue (provided annually by Sue Partikee, an independent consultant). The NAIS can presently report revenues and expenses on all programs through the monthly GL reports. However, the the current reporting model is lacking consistent, standardized reports of key non-financial information (participants, PFS forms, books sold, ads sold) and transaction-level details; a key goal of the Management Reporting System is to provide visibility and standardization to this type of data.

3. The Management Reporting System will provide many new opportunities for the NAIS to leverage its existing data (*EasiDemographics*, *StatsOnline*, etc.), and to implement a small team of financial analysts who will provide a much higher level of strategic recommendation to schools, as related to the financial and demographic factors affecting each school's own enrollment, tuition, and award numbers (these numbers are collectively referred to as a school's *affordability range*). This team of financial analysts will contribute greatly to the NAIS' longer-term goal of creating a for-profit sister company to serve its niche market. The opportunities provided by the Management Reporting System will also enable the NAIS, schools, and parents to read their own "financial pulse" at any point in time.

Note: The formation of a sister company is currently in process, with a CEO to be hired by 11/09. The CEO will manage a separate division within NAIS in the near-term; decisions about tax status and/or separate legal entity status are open, and depend on facts and circumstances to emerge in the next 12 – 24 months.

3. Project Stakeholders.

3.1. Key Internal Stakeholders.

The following table illustrates the key internal NAIS stakeholders in the Management Reporting System, and briefly describes each party's role and responsibility, as related to the successful implementation of the system:

Stakeholder	Role / Title	Management Reporting Interests
Corey McIntyre	CFO	Leverage the system reports to identify financial growth opportunities for NAIS, or to reduce financial risks and losses.
Francois Innocent	Comptroller	Leverage the system reports to ensure accuracy of financial data, and to identify opportunities to improve NAIS' financial processes.
Mark Mitchell	VP, School Information Services	Leverage the system reports to better serve schools' business development processes, and identify deployment destinations for the Financial Analysis Team (TBD).
Melvin Rhoden	SSS Products and Services	Leverage the system reports to increase sales opportunities and numbers for NAIS.
Patricia Hayden	Director, Professional Development with SSS	Leverage the system reports to better serve the NAIS' "on the job" training initiatives. Guide NAIS initiatives to treat all data consumers as "subscribers", vs. "members".
John Rodrigues	VP, Information Technology	Manage technical infrastructure and strategy for NAIS. Audit the transmission and accuracy of data amongst external data providers/vendors.
Cameron Johnson	Web Director	Manage the development of programmatic connectors for various data repositories, and audit the performance and accuracy of the connectors.

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Beth Jameson	Database Integrator/IT Project Manager	Train staff on reporting system usage, ensure that the system reports accurately reflect staff needs, and reduce or eliminate the need for custom report development.
Amy Pica	Marketing Manager	Leverage the system reports to provide accurate, targeted marketing initiatives for NAIS product sales.
Tammy Pearson	Business Analyst/Project Manager	Audit system reports to ensure that staff needs are being met, and identify opportunities for improvements to business processes.
Donna Orem	COO	Leverage the system reports to obtain a concise, accurate "financial pulse" of all NAIS business processes.
Amy Hammond	Customer Service Center Manager	Ensure that the correct format of data (TBD) is received by NAIS, and ensure the scheduled delivery of data from the Customer Service Center.
TBA	National Account Director	Leverage the system reports to increase sales opportunities and numbers for NAIS.
TBA	Financial Analysis Team	Leverage the system reports to provide financial strategy and guidance to schools.

Note: The table above illustrates stakeholders who are directly affected by or involved in the project, though many other secondary stakeholders will exist at the NAIS.

3.2. Key External Stakeholders.

The following table illustrates the key external stakeholders in the new Management Reporting System, and briefly describes each party's role and responsibility, as related to the successful implementation of the system:

Stakeholder	Function	Management Reporting Interests
FolderWave	Developer of the Comp*Assist Online application.	*Primary interest: Technical* – Provide one-way API data connectors (or data dumps) to the reporting system. *Secondary interest: Business Development* – FolderWave has a vested interest in project's success, since the C*AO application may require additional modification as the reporting system grows over time.
Databank	Provider of parent financial data.	*Primary interest: Technical* – Continue providing one-way data dumps to the C*AO application, and potentially provide secondary demographic data to the reporting system.
Experient	Provider of event registration data.	*Primary interest: Technical* – Provide one-way API data connectors (or data dumps) to the reporting system and/or to iMIS. *Secondary interest: Business Development* – Experient should be motivated to improve the frequency of data delivery to the NAIS.
BrightKey	Provider of book sales data.	*Primary interest: Technical* – Continue providing one-way API data connectors to iMIS, and potentially directly to the reporting system. *Secondary interest: Business Development* – BrightKey should be motivated to improve the accuracy of inventory reporting to the NAIS.
Salesforce	Provider of sales and marketing data.	*Primary interest: Technical* – Provide two-way API data connectors to the reporting system. Salesforce does offer an API as part of its subscription plan.
EasiDemographics	Provider of census and demographic data.	*Primary interest: Technical* – Provide one-way API data connectors (or data dumps) to the reporting system. *Secondary interest: Business Development* – EasiDemographics has developed a number of custom data tools for the NAIS, and will likely

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		continue to do so in the future.
Customer Service Center	Provider of call log data, and potentially trend reporting on customer service issues.	*Primary interest: Technical* – Provide one-way API data connectors (or data dumps) to the reporting system. *Secondary interest: Contract Fulfillment* – The Customer Service Center entire business revolves almost exclusively around the speed and accuracy of resolving customer service issues; working with their direct clients to shrink time-to-resolution is in their best interests.
TBA	Developer of the Management Reporting System.	*Primary interest: Technical* – Consume API data connections, develop reports, and provide data back to other external stakeholders, as directed by NAIS. *Secondary interest: Contract Fulfillment* – This vendor will be assessed based on its adherence to the requirements provided by the NAIS, following completion of the current phase of the project.

Note: The table above illustrates stakeholders who will be directly involved in the project, primarily in a technical capacity. Other technology vendors exist, but their input is not required for successful implementation of the Management Reporting System.

4. Project Strategies and Policies.

Strategically, the project's success is highly dependent on management of NAIS' external vendors. Particularly in the cases of Salesforce and the Customer Service Center, very strict attention to detail will need to be provided by the NAIS' internal stakeholders to ensure that the data policies and transfer mechanisms provided will contribute positively to the organization's longer-term goals. Staff's own future use of Salesforce also presents a strategic challenge to the stakeholders' longer-term goals for the Management Reporting System; going forward, we highly recommend that the use of Salesforce by staff (as a "preferred data repository") receive frequent attention from senior management.

We feel that there are few internal policies at the NAIS that will affect the success of the project; based on our interviews with the key internal stakeholders, it is clear that the organization does not suffer from overly strict data policies, or from departmental conflict or "data silos". From what we have seen so far, NAIS staff are very cooperative with one another, and contribute in whatever ways they can to the organization's short and long term successes.

Constraints that will affect the timely implementation of the Management Reporting System lie primarily with the project's external stakeholders. Due to NAIS' heavy reliance on external vendors, who in some cases also possess the only direct access to critical financial data, the project will inevitably be constrained by each vendor's responsiveness to requests for data dictionaries, systemic API connectors, and overall cooperation with the NAIS. In part, these constraints will be mitigated both by 10 Notes' technical personnel, and also by the NAIS' own internal vendor liaisons.

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