King County

2007
Annual Technology
Report

June 2008

Table of Contents

◆

◆

Executive Summary

The Annual Technology Report is required to be developed by the technology governance and is defined in KCC 2.16.07581 as "a report of the status of technology projects as of the end of the prior year."

This report provides a summary status of each information technology project that was reported to the Project Review Board (PRB) during 2007. Each project page contains general project statistics, project description, outcomes/expectations, objectives to be met, project approach and summary of activity, statistics on project status as reported in the *Final* Master Project List for December 2007, and project budget details. Life-to-date appropriations for reported projects include 2008 budget appropriations. Detailed definitions of each section's content are provided in the **Glossary of Terms**.

This report is a record of the oversight monitoring by technology governance of the county's information technology projects and reports the progress and outcomes of those projects each year. As part of regular monitoring, the Project Review Board requires each project to report any scope, schedule, or budget changes and for project steering committees and department directors to approve any changes. The Project Review Board also requires the project managers of these projects to report on outcomes against which success is measured as part of their project closeout. The intent of this process through the technology governance, under the leadership of the Chief Information Officer, is to provide guidance for department directors and project steering committees as they make decisions about scope, schedule and budget for information technology projects. This process also allows for a focus of accountability that will play a part in improving the county's ability to effectively manage information technology projects and operations.

Due to the unique aspects of IT equipment plans/projects, PRB follows a separate funding release process for approving agency IT equipment spending. Each agency is expected to set up and maintain an IT equipment replacement plan that provides support for managing assets and for planning to set aside funds to replace or procure IT equipment as part of the budget process. The Annual Technology Report records IT equipment replacement accomplishments in 2007 in alignment with Agency's IT equipment replacement plans.

The Project Review Board was activated and began meeting in January 2002. The board continues to work to improve and change procedures where those changes help streamline and expedite the flow of information between project managers and the Project Review Board. The documents "PRB Governance Guide" and "Project Managers Guide to PRB Reviews" were revised and published in June and December 2006 respectively.

As the county has begun investments under the Strategic Technology Plan 2006-2008, details related to completed projects prior to 2006 are not carried forward. The updated Strategic Technology Plan for 2006–2008 provides a new baseline for this and future Annual Technology Reports. Furthermore, a summary of projected benefit realization from IT cost savings projects has been included in the final 2008 Technology Business Plan with related results to be reported in the corresponding Annual Technology Report.

Accomplishments and highlights from 2007 are explained below.

From January 1, 2006 through December 31, 2007, the Project Review Board had 127 projects under monthly monitoring with a total investment commitment of $255,425,881. As of December 31, 2007, a cumulative total of $115,783,893 has been expended on those projects [**Exhibit One** shows details of project counts, cumulative budget and cumulative life-to-date expenditures

by Primary IT Goal]. ***Exhibit Two*** shows the same cumulative total of $115,783,893 IT project life-to-date expenditures by department.

In addition to monthly monitoring, the Project Review Board reviews project planning and management support materials in order to approve funding releases at several phases in the life cycle of project work [***Exhibit Three*** contains a diagram of the Project Review Board Process for phased funding releases, including the deliverables required at each phase]. In 2007, the board approved $52,092,653 in 82 funding releases, including funding releases for equipment replacement [***Exhibit Four*** shows details by department].

As questions and issues arise, the board requests additional briefings or documentation and maintains a log of these action item assignments. Thirty open action items were carried over into 2007, and 44 new action items were added during the year for a total of 74 action items, of which 40 were closed during 2007.

Twenty six projects were completed during 2007. [***Exhibit Five*** provides a list of completed projects, as of December 31, 2007, by department and agency.] As the county completed work in 2005 under the Strategic Technology Plan 2003-2005 (Revised) and began investments under the next 3-year cycle, completed projects in 2003-2005 have not been carried forward.

Exhibit Six shows more detail on Equipment Replacement investments and expenditures. ***Exhibit Seven*** shows the project status of all projects as of December 31, 2007. ***Exhibit Eight*** shows the 2008 budgeted cost savings on budget actions taken in 2007.

The Appendices contain several supplemental reports and links to other materials. ***Appendix A*** provides an overview of the triggers for review and oversight activities and a link to the Office of Information Resource Management Web site that supports the project monitoring and phased funding release review work of the Project Review Board.

Throughout this report, references to the technology governance are intended to include any or all of the groups defined beginning at KCC 2.16.07582. For the reader's convenience, the technology governance structure, enabling legislation and delegation of oversight of information technology management are included in ***Appendix B, C***, & ***D.***

Appendix E is a graphical representation of the flow of information into the various tasks and reports for which the technology governance is responsible. While the focus of this report is on the progress and status of information technology projects, it should be noted that county agency business plans are fundamentally important to support the county in planning for and managing information technology to enable cost-effective delivery of services. Monitoring the progress of information technology projects provides the county with assurance that progress is being made to implement business plans that support our strategic technology direction.

Appendix F contains the web link to the ***Final* Master Project List for December 2007**:

http://kcweb.metrokc.gov/oirm/prb/Meetings/2008/011508/III.%20Briefings/9%20PRB%20Projects/9b_Master-Project_List.xls

Appendix F also contains a link to a report that provides copies of the December 2007 Project Monthly Monitoring Checklists completed by project managers on the active projects. Projects not started or projects that have been completed during the year will not have a monitoring report:

http://kcweb.metrokc.gov/oirm/prb/ProjectOversight/WebPages/PRBProjPage.aspx

Exhibit One: Projects by Primary IT Goal

This Table displays the number of projects by Primary IT Goal that were tracked by the Project Review Board from January 1, 2006 through December 31, 2007.

Number of Projects	Accountability	Customer Service/Access	Efficiency	Risk Mgmt	Grand Total
Projects Completed 2006	2	6	7	9	24
Projects Completed 2007	1	3	10	12	26
Projects In-Process	9	20	18	23	70
Projects Not Started	2	1		4	7
Total All Projects	**14**	**30**	**35**	**48**	**127**

This Table displays the total budget by Primary IT Goal for all projects tracked by the Project Review Board from January 1, 2006 through December 31, 2007.

Project Budgets	Accountability	Customer Service/Access	Efficiency	Risk Mgmt	Grand Total
Projects Completed 2006	$873,091	$8,345,667	$1,172,338	$12,669,731	$23,060,827
Projects Completed 2007	$317,450	$5,875,643	$4,267,306	$9,911,494	$20,371,893
Projects In-Process	$8,662,775	$55,664,862	$31,963,169	$113,707,060	$209,997,866
Projects Not Started	$195,000	$191,102		$1,609,193	$1,995,295
Total All Projects	**$10,048,316**	**$70,077,274**	**$37,402,813**	**$137,897,478**	**$255,425,881**

This Table displays the cumulative life-to-date expenditures by Primary IT Goal for all projects tracked by the Project Review Board from January 1, 2006 through December 31, 2007.

Project LTD Expenditures	Accountability	Customer Service/Access	Efficiency	Risk Mgmt	Grand Total
Projects Completed 2006	$682,559	$6,964,184	$731,377	$9,276,951	$17,655,071
Projects Completed 2007	$305,436	$5,010,500	$3,898,559	$7,254,799	$16,469,294
Projects In-Process	$1,367,217	$23,165,021	$19,789,220	$37,338,071	$81,659,529
Projects Not Started	$0	$0	$0	$0	$0
Total All Projects	**$2,355,212**	**$35,139,705**	**$24,419,156**	**$53,869,820**	**$115,783,893**

$115,783,893 IT Projects Life-to-Date Expenditures by Department as of 12/31/07

- Public Health, $2,661,619
- Department of Adult & Juvenile Detention, $1,628,218
- Department of Community & Human Services, $1,235,033
- Department of Development & Environmental Services, $180,633
- Office of Information Resource Management, $21,839,063
- Department of Executive Services, $19,122,381
- District Court, $357,783
- Sheriff's Office, $1,517,572
- Department of Judicial Administration, $2,512,336
- Superior Court, $859,174
- Department of Natural Resources & Parks, $8,541,810
- Assessments, $546,735
- Department of Transportation, $54,781,535

Project Review Board (PRB) Process

King County Office of
INFORMATION RESOURCE
MANAGEMENT

PRB Review

PRB Deliverables
Phase 1
Project Planning

Checklist for Phase 1
Project Plan Summary
Possible Contracts
Work Plan for Phase 2

PRB Review

PRB Deliverables
Phase 2
Project Development

Checklist for Phase 2
Business Case
Project Plan - Complete
Update on Contracts
Work Plan for Phase 3a

PRB Review

PRB Deliverables
Phase 3
Implementation

Checklist for Phase 3
Project Plan - Complete
• Detailed Implementation Plan
• Staffing Plan
Architecture Plan
Work Plan for Phase 3b

PRB Review

PRB Deliverables
Phase 4
Production Readiness
& Measurement Plan

Checklist for Phase 4
Operations and Maintenance Plan
• Operations Staffing Plan
• Support Agreements
• Teaming Agreements
• Maintenance Contracts
• Budget
Work Plan for Phase 5

PRB Review

PRB Deliverables
Phase 5
Value Measurement

Checklist for Phase 5
Identify Value Received (1 yr later)

Phase 1 - Project Planning

Phase 2 - Project Development

Release $ for Phase 2

Release $ for Phase 3a

Phase 3 - Implementation			
Phase 3a		Phase 3b	
Implementation Planning	Solution Design	Solution Development	Solution Implementation

Release $ for Phase 3b

Release $ for Phase 5 - Measurement

Phase 4 - Production

Phase 5 - Measurement

The Project Review Board Process Diagram is located at: *http://kcweb.metrokc.gov/oirm/prb/PRB_Pocess_Diagram.pdf*.
Materials supporting the Project Review Board's process can be found at: *http://kcweb.metrokc.gov/oirm/projrevboard.aspx*.

2007 Funding Releases by Departments

82 Funding Releases for a Total of $52,092,653
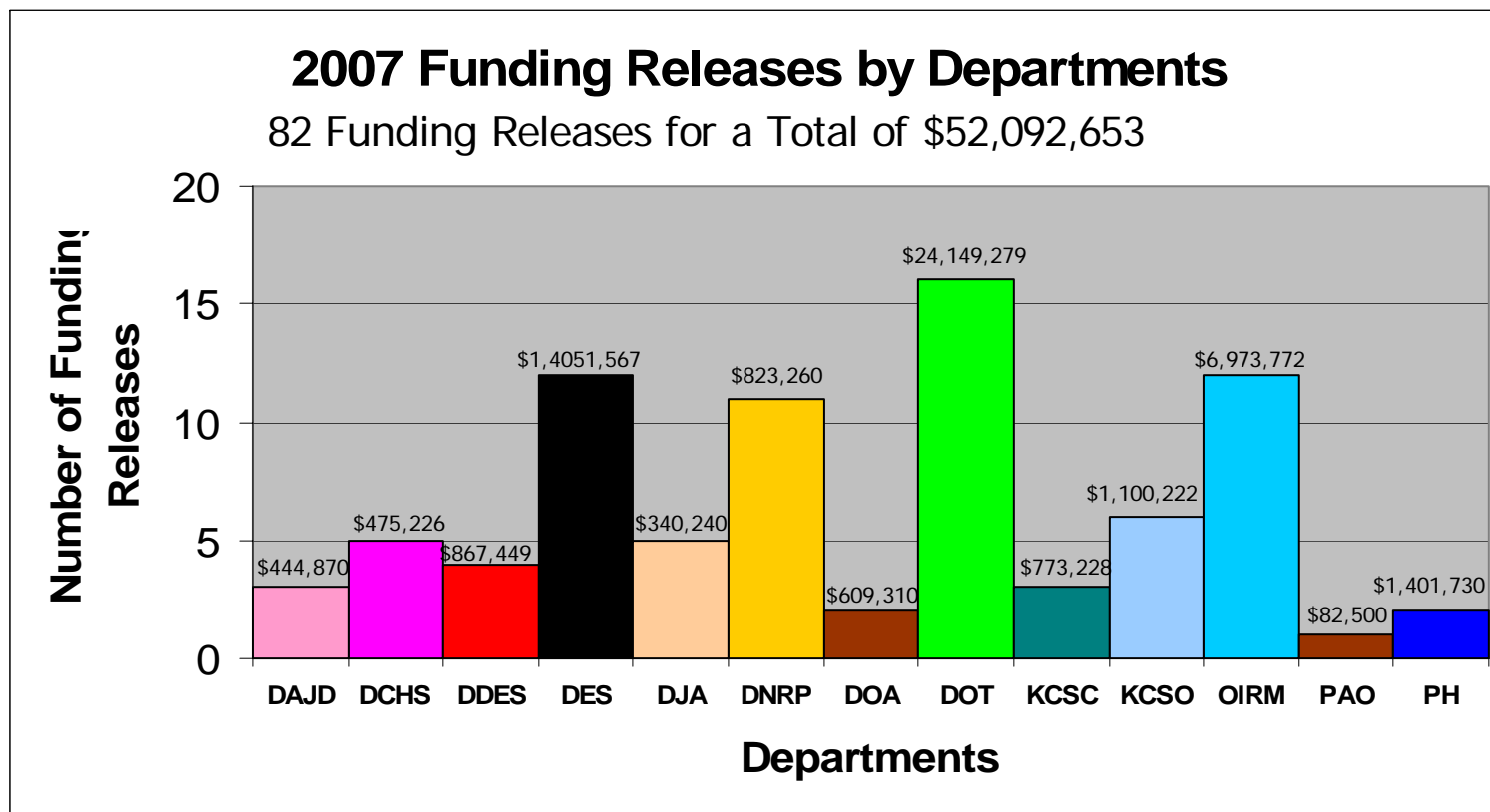
These are the cumulative funds released by the Project Review Board for all IT equipment replacement projects and active IT projects tracked in the Project Review Board from 1/1/07 – 12/31/07.

Exhibit Five: Completed Projects

List of Completed Projects tracked by the Project Review Board from January 1, 2007 through December 31, 2007

Dept	Agency	Project Name	LTD Budget Appropriation as of 12/31/2007	LTD Cumulative Expenditures as of 12/31/2007	Close Out Report Provided
DAJD		Crimes Capture System 3 Upgrade	$89,000	$86,710	X
DCHS	CSD	Financial Dataset Conversion	$20,000	$16,000	X
	MCHADS	Digitizing Paper Records	$330,000	$110,095	X
	Public Defender	Independent Technology for OPD Contractors	$50,000	$50,000	X
DES	E-911	GPS Location of Addresses	$1,376,000	$1,376,000	X
	Finance	Benefit Health Information Project (BHIP)	$4,394,355	$3,566,647	X
		MSA Enhancement - Phase I	$799,097	$647,045	X
		PeopleSoft Upgrade Project 2006	$3,596,686	$2,109,219	
		PSERS Implementation	$368,925	$67,771	
	FMD	Real Estate Portfolio Management System	$300,200	$271,512	X
		PetWhere Replacement	$39,589	$24,860	
DJA		Document Management System Replacement (DMS)	$425,000	$425,000	X
		E-Service	$105,288	$67,853	X
DNRP	WLRD	Integrated Water Resources Modeling & Information Systems	$3,468,284	$2,960,972	X
		Treatment Plant Info Systems - SCS Westpoint Project Control (LARS Replacement)	$1,987,513	$1,934,370	
	WTD	FMLA Tracking Database	$60,000	$60,000	
KCSO		Consultant Study to Replace IRIS and TESS	$44,000	$16,366	X
OIRM	OIRM	Data Center Relocation	$375,000	$375,000	
		SSL/VPN	$170,225	$115,499	
		Technology Org Business Case & Unification (IT Org Study)	$317,450	$305,436	
	RCS	RCECC - Regional Communication Emergency Coordination Center Dist. Antenna System	$80,000	$80,000	X
		Alternative Work Station Replacement	$295,000	$284,256	X
		Desktop and Departmental Server Optimization	$79,380	$79,380	
		Oracle Upgrade Project: 2006	$636,688	$529,935	X
		Redundant Internet Access	$569,000	$566,422	X
PH		Criteria Based Dispatch Guidelines/CBD Software	$395,213	$342,946	
Grand Total			**$20,371,893**	**$16,469,294**	

The 2008 ATR will provide benefits realization information for the projects in exhibit 5.

Exhibit Six: Equipment Replacement Projects

Number of Equipment Replacement projects that were tracked by the Project Review Board by year from January 1, 2006 through December 31, 2007

Number of Equipment Replacement Projects by Year	Total
2006 Equipment Replacement	19
2007 Equipment Replacement	28
2008 Equipment Replacement	34
Total Equipment Replacement Projects	**81**

Total budget for all Equipment Replacement projects tracked by the Project Review Board from January 1, 2006 through December 31, 2007

Equipment Replacement Projects Budget by Year	Total
2006 Equipment Replacement	$3,683,912
2007 Equipment Replacement	$6,281,901
2008 Equipment Replacement	$7,350,239
Total Equipment Replacement Projects	**$17,316,052**

Total budget and cumulative life-to-date expenditures by Department for all Equipment Replacement projects tracked by the Project Review Board from January 1, 2006 through December 31, 2007

Department	LTD Budget	LTD Reported Expenditures
Department of Adult and Juvenile Detention	$125,000	$103,319
Department of Assessments	$125,000	$125,000
Department of Community & Human Services	$589,480	$343,567
Department of Development & Environmental Services	$565,080	$616,330
Department of Executive Services	$741,907	$741,128
Department of Natural Resources & Parks	$1,898,120	$1,353,396
Department of Transportation	$1,601,054	$1,569,057
Office of Information Resource Management	$2,492,082	$2,938,268
Prosecuting Attorney's Office	$384,900	$384,832
Public Health	$1,075,000	$622,115
Sheriff's Office	$137,190	$131,060
Superior Court	$231,000	$231,000
Grand Total	**$9,965,813**	**$9,159,072**

Exhibit Seven: Project Status as of December 31, 2007

Self-Rating	Department	Project
Blue **Not Started**	Department of Adult and Juvenile Detention	Five Year Strategic Plan
	Office of Information Resource Management	Agency Technology Plans
		800 MHz Trunked Radio System Sprint/Nextel Rebanding
		Emergency Radio Replacement
	Sheriff's Office	Employee Early Intervention System
		Wireless CAD Upgrade
	Superior Court	Harborview Medical Center (HMC) Video Conferencing
Green **On Track**	Department of Assessments	Property Based System Replacement (PBS)
	Department of Adult and Juvenile Detention	Community Corrections Application Upgrade
		Structured Wiring - KCCF
	Department of Community & Human Services	Data Integration
		Veterans Information System Upgrade
	Department of Development & Environmental Services	Permit Integration
	Department of Executive Services	Accountable Business Transformation (ABT)
		E-911 Database System Upgrade
		Electronic Real Estate Excise Tax Submission and Processing (eREET)
		Electronic Records Management System (ERMS)
		FMD Construction Project Management System
		Milliman MedInsight Database - Alliance Database
		MSA Enhancements - Phase II - Bi-weekly
		SO-DAJD-FMD Radio System Enhancements
		VBM Project, Ballot Tracking and Accountability
		Vote by Mail - Tabulation Upgrade
	District Court	Phone System Upgrade
	Department of Judicial Administration	Drug Court Management Information System (DCMIS)
		Expansion of E-Commerce
		IT Security Enhancement Project
		Technology Project Customer Centric Services
	Department of Natural Resources & Parks	Asset and Maintenance Management Systems
		Electronic Document. System Evaluation (Constructware Replacement)
		Water Quality Data Store Assessment
	Department of Transportation	ADA Broker Equipment
		ADA Mobile Data Terminals
		ADA System Enhancements for Coordinated Transportation
		Digital Video Replacement
		GIS Street Network
		Real Time Information Signs (RTIS)
		RideShare Technology
		Security Improvements (Airport Cabling System)
		Service Quality Information System
		Wireless Transit Signal Priority
	Office of Information Resource Management	Business Continuity
		Electronic Data Retrieval (Dist. Data Mgmt)
		Executive Branch IT Reorganization
		Information Security and Privacy Program
		JJWeb Remediation
		KingCounty.gov Web Work
		Law, Safety and Justice (LSJ) Integration Program
		Network Infrastructure Optimization
		Radio Infrastructure Assessment and Repair
		Voice Mail System Replacement
		Web Content Management System
		Wireless Networking Upgrade
	Public Health	Contract Management System
		Jail Health: Electronic Health Record

Project Status as of December 31, 2007 (Continued)

(Green)	Sheriff's Office	Inventory Tracking and Asset Management
		IRIS/TESS Short-Term Stabilization
		Live Scan End of Life Refreshment
		New Generation AFIS (NGA)
		Wireless Deployment Project
	Superior Court	Interpreter Scheduling System
		Juvenile Court Orders Electronic Forms (E-Orders)
		Video Recording System Upgrade
Missing Current Reports	Department of Judicial Administration	Joint Technology Strategic Plan
	Department of Natural Resources & Parks	WTD Capacity Charge E-Commerce
	Sheriff's Office	IT Strategic Plan
Yellow Risk Alert	Department of Transportation	BOSS Replacement Project - formerly Operations Support System
		On-Board Systems (OBSI)
		Radio AVL Replacement (RAVL)
		Regional Fare Coordination (RFCS)
Red - Significant Risk Alert	Department of Adult & Juvenile Detention	Detention Billing Information System
Teal	District Court	E-filing
	Department of Transportation	Rider Information Systems - IVR
		Rider Information Systems - TABS
	Office of Information Resource Management	Asset Management Project
		Countywide IT Asset Management
		Inter-Departmental Collaboration Services
		IT Project Management - Phase II
		Streamline IT Procurement
	Sheriff's Office	Public Safety Electronic Document Management System (EDMS)
Lavender Completed	Department of Adult and Juvenile Detention	Crimes Capture System 3 Upgrade
	Department of Community & Human Services	Digitizing Paper Records
		Financial Dataset Conversion
		Independent Technology for OPD Contractors
	Department of Executive Services	Benefit Health Information Project (BHIP)
		GPS Location of Addresses
		MSA Enhancement - Phase I
		PeopleSoft Upgrade Project 2006
		PetWhere Replacement
		PSERS Implementation
		Real Estate Portfolio Management System
	Department of Judicial Administration	Document Management System Replacement (DMS)
		E-filing
	Department of Natural Resources & Parks	FMLA Tracking Database
		Integrated Water Resources Modeling & Information Systems
		Treatment Plant Info Systems - SCS Westpoint Project Control (LARS Replacement)
	Public Health	Criteria Based Dispatch Guidelines/CBD Software
	Sherriff's Office	Consultant Study to Replace IRIS and TESS
	Office of Information Resource Management	Alternative Work Station Replacement
		Data Center Relocation
		Desktop and Departmental Server Optimization
		Oracle Upgrade Project: 2006
		RCECC - Regional Communication Emergency Coordination Center Dist. Antenna System
		Redundant Internet Access
		SSL/VPN
		Technology Org Business Case & Unification (IT Org Study)
	Public Health	Criteria Based Dispatch Guidelines/CBD Software
Black Cancelled	Department of Community & Human Services	System Development
	Department of Development & Environmental Services	Financial System Restructuring*
		Permit System Replacement Scope of Work*
	Sheriff's Office	Payroll Online Enhancements Overtime
		Payroll Unit Business Practices Review

* The unused budgets for these projects were transferred to the Permit Integration project.

ITER	Department of Adult and Juvenile Detention	IT Equipment Replacement
	Department of Community & Human Services	CSD IT Equipment Replacement
		Director's Office IT Equipment Replacement
		MHCADSD IT Equipment Replacement
		OPD IT Equipment Replacement
	Department of Development & Environmental Services	IT Equipment Replacement
	Department of Executive Services	PC Equipment Replacement
	Department of Natural Resources & Parks	Director's Office IT Equipment Replacement
		Environmental Lab IT Equipment Replacement
		GIS IT Equipment Replacement
		Parks IT Equipment
		SWD IT Equipment Replacement
		WLRD IT Equipment Replacement
		WTD ESRP IT Equipment Replacement
		WTD ISS IT Equipment Replacement
		WTD Westpoint IT Equipment Replacement
	Department of Assessments	IT Equipment Replacement
	Department of Transportation	Airport IT Equipment Replacement
		Fleet IT Equipment Replacement
		Information Systems Preservation
		Roads IT Equipment Replacement
		Transit PC Replacement
	Superior Court	PC Equipment Replacement
	Sherriff's Office	Computer Equipment Replacement
	Office of Information Resource Management	Enterprise IT Equipment Replacement
		PC Equipment Replacement
	Prosecuting Attorney's Office	IT Equipment Replacement
	Public Health	IT Equipment Replacement

Self Rating Legend
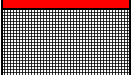
	Green means the project is on track within scope, schedule and budget. There are no reported risks or issues likely to prevent successful completion at this time.
	Yellow means the project has significant risks or issues with scope, schedule or budget and the OIRM-PMO has not received plans that will address or mitigate these risks or issues.
	Red means the project has significant risks or issues with scope, schedule or budget that will likely prevent the successful completion of the project.
	Crosshatch means project was never reporting the monthly monitoring or was reporting but now is either inconsistent or missing current reports.
	Crosshatch with color shows the last reported color prior to the missing reports.
	Teal means project has started but is currently on hold.
	Blue means project is new and not started.
	Lavender means project is in completion status.
	Black means project was cancelled.

Exhibit Eight: 2008 Budgeted Cost Savings

Agency Managing Project	Fund Where Cost Savings Occur	Project	2008 Budgeted Cost Savings
DES Finance	DES Finance	MSA On-Line	$153,785
Public Health EMS	Public Health EMS	Web CBD Guidelines - Phase II	$11,485
Public Health	Public Health	Jail Health EMRS	$229,991
DJA	CX	Document Management System Replacement Project	$96,086

Glossary of Terms for Project Summary Section

The glossary is provided in the layout as it appears in the report.

DEPT: PROJECT NAME - Project names that are consistent with the project names reported in the Master Project List.

Sponsor:	Sponsor Name
Project Manager:	Project Manager responsible for project completion
Project #:	Project #
Initial Project Timeline:	The project's start and end dates as reported originally in the Technology Business Plan.
Actual Project Timeline:	The most current project's start and end dates approved by the project steering committee.
Total LTD Appropriated Budget as of 12/31/07:	$ The combined total of lifetime budget appropriation that has been approved by ordinance by the County Council. (regardless of the type of funds; Capital, Operating, Grants and/or Contingency)
Total LTD Expenditures as of 12/31/07:	$ The combined total of lifetime expenditures recorded through the county financial systems for a project.
Primary IT Goal	Alignment to one of the four goals stated in the Strategic Technology Plan's Guiding Principles section: Efficiency, Accountability, Customer Service/Access and Risk Management. This must be consistent with the previously reported goal, unless the PRB has approved the change.
Project Type	Outcome of project

Project Description:
This is a high-level summary that explains the purpose of the project.

Expected Benefits:
This is a bulleted outline of quantifiable and non-quantifiable business and technology benefits and deliverables. If the project was closed in the 2007 timeframe, a comparison of those benefits initially expected at the start of the project and those benefits realized during project close-out are included. Also included is a brief description of how the project meets the business or technology goals/objectives outlined for the agency.

Business Outcomes: All business outcomes that apply to the project are checked.

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and Accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes: All technical outcomes that apply to the project are checked.

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
This section provides a description of how the project is going to be done and the type of resources used.

Project Status/Activity:
This highlights activity completed during 2007 (and earlier, if applicable) and provides high-level next steps or work to be completed during 2008.

For equipment replacement projects, please specify the percentage that the project has been completed against the original plan.

PRB Phase Status: Represents the project status in terms of the phases of the PRB Process. This is set to the percent complete of the PRB Phase that the project was in at the end of 2007.

Phase 1 - *Project Planning*	High-level initial planning of the project is done during Phase 1.
Phase 2 - *Project Development*	Phase 2 is typically when business issues and requirements are documented, and alternative solutions are analyzed and selected and a business case prepared.
Phase 3a - *Implementation Planning & System Design*	Phase 3a is typically when the project's implementation is planned in detail and the solution's design is developed.
Phase 3b - *Solution Development and Implementation*	Phase 3b is when the solution is developed, tested, and implemented
Phase 4 - *Production*	Phase 4 is after the implementation and when operations & maintenance takes on production
Phase 5 - *Measurement*	Phase 5 is when the value received from implementing the project's product or service is evaluated and compared to the value projected in the business case.

Please extend the blue bar to indicate the project status at the end of 2007.

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
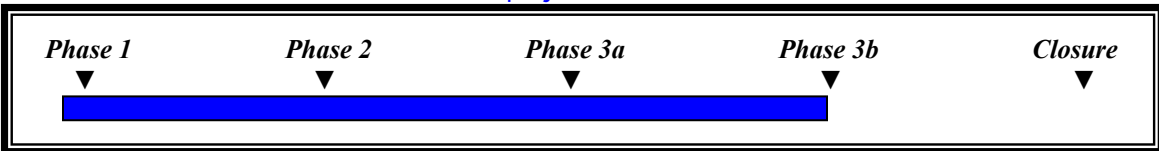
Self Rating:		Self Rating as reported by the project on the December Monthly Monitoring Report. OIRM has provided this information for you.

Funding Releases:
This section provides a compilation of all Funding Release Decisions completed in the 2007 timeframe.

Budget Details:
This section identifies the funding source and project number used to track the expenditures for each project. The project number listed in the Budget Details section for Transit projects includes project numbers that begin with an "A". These are project numbers from appropriation ordinances. Transit uses a different project numbering scheme in the IBIS general ledger and that number is provided in the top of each section in the descriptive information.

2007 Information Technology Projects

◆

The following section contains materials provided by agency staff and has been reviewed by technology governance members. The projects listed in this report were reported to the Project Review Board during 2007. They are sorted alphabetically by department name and project. Each project summary provides a status of the progress made in 2007 that was reported to the Project Review Board. The page for each project contains general project statistics, project description, project approach and objectives to be met, summary of activity, statistics on project status as reported in the Final Master Project List for December 2007, and project budget details.

Department of Adult and Juvenile Detention

DAJD: COMMUNITY CORRECTIONS APPLICATION UPGRADE

Sponsor:	Nate Caldwell
Project Manager:	Cindy Baker
Project #:	377126
Initial Project Timeline:	September 2004 – April 2005
Actual Project Timeline:	12/1/05 – 12/1/2008 (RFP Process Only)
Total LTD Appropriated Budget as of 12/31/07:	$549,300
Total LTD Expenditures as of 12/31/07:	$102,564
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
In 2003, a new Division of Community Corrections was formed to consolidate and expand alternative community programs. The new programs have either fragmented data systems that do not match their evolving business needs or use labor-intensive manual systems. There is a need to have data systems to support the division's need to manage cases, share information about the participants, disseminate data to the courts and other CJ agencies, and provide flexible management reports. When the project was funded last year, the funding level did not anticipate the business needs of the new intake services unit (formerly court services), and the business needs of the new helping hands program.

The scope of this project includes the support of all community corrections division programs and includes an assessment phase to document business requirements and develop technology options. It should be noted that depending on the business requirements and technology options, additional funds may be needed for this project. The assessment phase outlined phases to ensure that priority needs are addressed first.

Expected Benefits:
The analysis phase will provide a detailed assessment of business requirements, and will provide technology alternatives to support a decision on platform, scope, and phasing. Costs, risks, and benefits will be outlined to support the necessary decision-making. Consideration will be given to the relationship between this project and planned CJ Integration projects. The completed project will support case management, intake assessment and dissemination of data to courts, interfaces to required CJ systems, and flexible management reporting for policy, budget, and evaluation purposes. Either significant modification of existing applications and/or replacement using newer technologies is an expected outcome.

Community Corrections is a high priority Executive and County Council initiative intended to reduce CJ system expenditures by targeting appropriate candidates for community alternative programs. This project supports this initiative and helps realize expected savings by supporting efficient operations, the appropriate selection of candidates by courts, reporting of target goals and performance indicators, and program performance and evaluation. Support to the business environment will enhance public safety and support accountability of participants.

Business Outcomes:
Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
    ☐ Improves accessibility of public records
    ☐ Improves accessibility to county services, resources, and/or officials
    ☒ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
    ☒ Makes decisions and decision-related materials more easily available
    ☒ Supports ability to track long-term outcomes
    ☒ Supports visibility into the decision process
    ☒ Supports input and feedback related to countywide decisions
Risk Management
    ☒ Intended to improve security and provide legally mandated services and basic operations support
Other
    ☒ Fulfill regulatory requirements; Provide tactical agency operational improvements; typifies the unique characteristics of CCD

Technical Outcomes:
Increases architectural flexibility
    ☒ Utilizes open standards
    ☐ Employs web-based technologies
    ☐ Utilizes commercial off the shelf software
    ☒ Leverages and/or extends integration architecture
Improves data management
    ☐ Increases data security
    ☐ Increases data privacy
    ☒ Improves data accuracy
    ☒ Reduces data redundancy
Improves technology operations
    ☒ Enhances system reliability
    ☒ Consolidates hardware/software
    ☒ Standardizes or streamlines existing operations
Other
    ☐ _____

Project Approach:

Project Status/Activity:
At the end of the assessment phase, a technology will be employed to provide support to community corrections programs. Based on the Consultants report, Community Corrections has two viable options, to select a purchased solution or decide on a build solution that best meets requirements. The selection of a solution will be based on costs, benefits, and risks. The initial project request did not envision the expansion of functions and new business requirements of the Intake unit (Court Services), or the Helping Hands program. These units perform a critical step in the process to place offenders in alternative programs. Without the additional funds, the alternative programs will continue to use a combination of outdated systems and manual processes which will limit the effectiveness and efficiency and ability to share information electronically. Moreover, the data that will be collected by the alternatives is critical for tracking the success of community corrections and other criminal justice reforms.

PRB Phase Status:
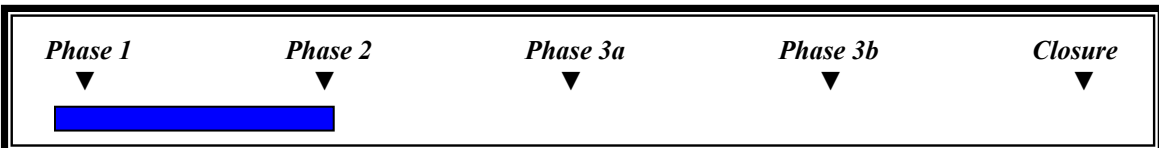
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D112007-01: The Board members present approved the release of $146,870 of capital funds for phase II. Total budget appropriation for the project is $274,300 of which $27,430 remains unreleased.

D011706-04: The Board members present approved the release of $100,000 within Phase I of the DAJD: Community Corrections Appl. Upgrade, for the consulting study addressing short and long-term division needs.

Budget Details:
OIRM Capital fund 3771, project #377126.

2008 Adopted Budget: $275,000
2005 Adopted Budget: $150,000
2004 Adopted Budget: $124,300

DAJD: CRIMES CAPTURE SYSTEM 3 UPGRADE

Sponsor:	Reed Holtgeerts
Project Manager:	Hikari Tamura (Interim)
Project #:	377141
Initial Project Timeline:	2004 – April 2005
Actual Project Timeline:	June 2006 – March 2007
Total LTD Appropriated Budget as of 12/31/07:	$89,000
Total LTD Expenditures as of 12/31/07:	$86,710
Primary IT Goal	Risk Management
Project Type	Implementation (Upgrade to existing services)

Project Description:
This project will upgrade the existing production system. The 2004 funding of $65,000 was increased to $89,000. The vendor's estimate provided in 2003 exceeded the original estimates. Additionally, the King County customer base was not ready during 2004 to leverage the upgraded system features.

The ImageWare Systems Inc. "Crimes Capture System" or CCS2 provides King CJ agencies:

1. NIST quality, high-resolution images (mug shots) and demographics warehousing of all individuals booked into the jail and juvenile detention.
2. Also provides the county, at no additional cost, an ID card system for bus passes, and secure access to buildings, garages, and doors.

The CCS 3 upgrade will provide:
1. 3 tier security, [mandatory]
2. Movement from NT 4.0 to Win2K environment, [mandatory]
3. Opportunities to reduce cost of investigative station licenses
4. Provide access to more criminal justice investigators (mug-books)
5. Better links to the county's Law Safety and Justice Integration Program currently underway

Expected Benefits:
There are two key areas of process improvement with this upgrade:
- Multiple layers of security administration built in to aid in support of the system. Previously there were 2 levels; administrator and user.
- The web based environment will very soon allow remote law enforcement staff to access data and images directly from the Crimes Capture System using a standard browser.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
Upgrade to existing client/server based application.
- NT 4.1 to 2003 Operating System
- Web Based User Interfaces
- Open Architecture supporting integration with other county applications.
- Increased security administration (2 to 4 tier).

Project Status/Activity:
This project is a system upgrade. The project closed in March 2007.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
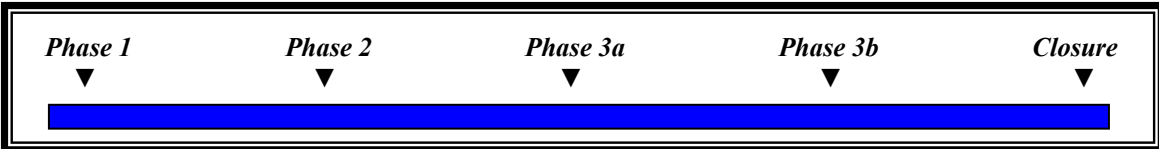
Self Rating:		Project is completed.

Funding Releases:
The CIO approved on behalf of PRB, no phased funding release or briefings required for project.
The Department Director provided a letter to David Martinez that confirms the following items:
- a) As a result of the contract negotiations, the total project cost will not be greater than $89,000.
- b) Confirmation that there are no risks/issues with resources (which includes staff time, budget or contract) needed to successfully complete implementation.
- c) Expected completion date for the project.

Budget Details:
OIRM Capital fund 3771, project #377141.

2005 Adopted Budget: $24,000
2004 Adopted Budget: $65,000

DAJD: DETENTION BILLING INFORMATION SYSTEM

Sponsor:	Reed Holtgeerts
Project Manager:	Mike Holland
Project #:	377103
Initial Project Timeline:	2002 - 07/02/06
Actual Project Timeline:	01/01/05 – 10/31/07
Total LTD Appropriated Budget as of 12/31/07:	$618,792
Total LTD Expenditures as of 12/31/07:	$618,792
Primary IT Goal	Customer Service Accessibility
Project Type	Implementation

Project Description:
This project is to replace the existing jail inmate billing application with a new and consolidated Detention Billing Information System (DBIS) in support of DAJD's multiple contracts and agreements for adult detention services. DBIS will process detailed inmate data (booking and

charge data) that is used to determine financial responsibility for inmate booking fees and bed day charges. The project involves migration of the application from the mainframe to web based technologies.

Expected Benefits:

Legacy billing system to be replaced and process enhanced. Manual processes reduced.

Business Outcomes:

Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

The project will utilize standard project management methodology, and will utilize OIRM resources to manage the design, development and implementation of the project. A technical alternatives analysis was incorporated to select the best vendor (ITS or outside) to develop the system.   Involvement from stakeholder groups is anticipated. System development will be

compliant with DAJD business planning, DAJD's contract/agreements, and King County's IT standards.

Project Status/Activity:
PRB Phase I work started in January 2005, with the Phase I review and Funding release for phases I and II in February 2005.

Phase 2 was completed June 21, 2005
Phase 3a was started on June 22, 2005
Phase 3a was completed June 18, 2006
Phase 3b was started on June 19, 2006

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
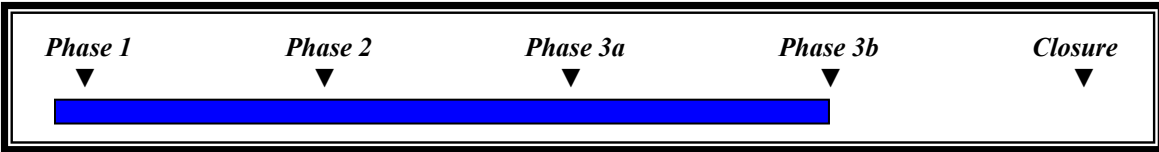
Self Rating:		Project has critical risks/issues with scope, schedule, or budget - likely to prevent the successful completion of project.

Funding Releases:
7/18/06: PRB Fund Release of $315,446 including $55,714 added to the project funds from DAJD operations for Phase IIIb with new action item #A071806-01.

2/21/06: PRB Fund Release of $190,066 to complete Phase IIIa with the new action item #A022106-01.

6/21/05: PRB Fund Release of $95,580 for Phase IIIa, with a recommendation identified in the action item #A062105-01.

2/18/05: PRB Fund Release of $17,700 for Phases 1-2.

Budget Details: Double budget with operating transfer; OIRM Capital fund 3771, project #377103.

2006 Operating: $55,714
2006 Appropriation: $303,863
2002 Appropriation: $259,215

DAJD: FIVE YEAR STRATEGIC IT PLAN

Sponsor:	Reed Holtgeerts, Director DAJD
Project Manager:	Mike Holland
Project #:	377175
Initial Project Timeline:	January 1, 2006 - December 31, 2006
Actual Project Timeline:	January 1, 2006 – June 30, 2008
Total LTD Appropriated Budget as of 12/31/07:	$165,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Accountability/Transparency
Project Type	Implementation

Project Description:
A strategic technology plan is required to support the planning for the necessary enhancement, integration, upgrade, or replacement, and efficient IT support of these systems in response to emerging business requirements (i.e. regional jail systems).

- DAJD has a large number of small to medium sized applications not captured in the county's Law Safety and Justice Integration Program that are highly decentralized without the necessary level of integration to adequately support DAJD's core business functions.
- Applications are loosely coupled to the Jail Booking System (SIP) and portions of the SeaKing Regional Alert System.
- Many jail inmate systems are connected to a host of systems from other criminal justice agencies in support of critical functions (i.e. identification of booked persons through fingerprint identification, prosecutorial and court calendar information, and state criminal justice systems.
- The state of the Department's information and technology portfolio has reached critical mass. These systems are expensive to maintain and modify and are so interdependent that they create significant risk for the department when they are modified or enhanced.

Project goals of this initiative are to:
- Deliver responsive service to internal as well as our regional Law Safety and Justice (LSJ) partners, the public, and other state and federal jurisdictions.
- Provide reliable, cost-effective technical and application architectures.
- Align DAJD business functions and infrastructure those that are common across the King County organization.
- Ensure IT security and privacy with regards to law enforcement systems.
- Develop an environment and support infrastructure that promotes a high level of information sharing with LSJ customers.
- Sponsor regional IT initiatives.

Expected Benefits:
- Deliver responsive service to internal as well as our regional Law Safety and Justice (LSJ) partners, the public, and other state and federal jurisdictions.
- Provide reliable, cost-effective technical and application architectures.
- Align DAJD business functions and infrastructure those that are common across the King County organization.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:
The project will utilize standard project management methodology, and will utilize OIRM resources as required. IT Service Delivery Manager will convene appropriate stakeholders to develop an operational/technical analysis. IT strategic plan will be compliant with DAJD business planning, DAJD's contract/agreements, and King County's IT standards.

Project Status/Activity:
New project. The project will begin once an IT Service Delivery Manager is hired.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
■				

Self Rating:	■	This is a 2006 project that has not started.

Funding Releases:
None.

Budget Details:
2006 Adopted Budget: $165,000; Double Budget Transition to OIRM Capital fund 3771, project #377175.

DAJD: IT EQUIPMENT REPLACEMENT

Sponsor:	Reed Holtgeerts
Project Manager:	Mike Holland
Project #:	NA
Initial Project Timeline:	January 2007 - December 2007
Actual Project Timeline:	January 2007 - December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$125,000
Total 2007 Expenditures as of 12/31/07:	$103,319
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
The PC Replacement Request will provide funding to replace 100 computers and small workgroup printers that are failing or do not meet current county standards.   Upgraded versions of Microsoft Office Suite software cannot be installed on outdated computers. The department's IT staff will approach deployment in phases, replacing 25% of current inventory yearly concurrently providing a more efficient, effective, and secure work environment for users as well as help with decreasing the number of ITS Help Desk work orders.

Expected Benefits:
Equipment replaced as planned with immediate efficiencies gained for approximately one-quarter of the DAJD inventory.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☐ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach: Follow OIRM's equipment replacement guidelines.

Project Status/Activity:

Percentage of Equipment Replaced: 83%, attempting to carry-over remaining $20,000 from 2007 to 2008.

Funding Releases:
May 2007 Funding Release: $125,000

Budget Details:
2007 Adopted Budget: $125,000; CSD Operating Budget 0015
2006 Adopted Budget: $161,300

DAJD: KCCF STRUCTURED WIRING UPGRADE

Sponsor:	Reed Holtgeerts
Project Manager:	Mike Holland
Project #:	377176
Initial Project Timeline:	June 2005 – TBD
Actual Project Timeline:	June 2005 – October 2008
Total LTD Appropriated Budget as of 12/31/07:	$805,801
Total LTD Expenditures as of 12/31/07:	$400,276
Primary IT Goal	Risk Management
Project Type	Implementation (Capital Improve. - Infrastructure)

Project Description:
This project will construct a properly designed system of telecommunications pathways and spaces, and install high-performance cabling and connecting hardware throughout the building. (Spaces are defined as the Telecommunications Rooms, closets, or cabinets necessary to house the electronics equipment to serve the building and each floor. Pathways are defined as the system of conduits or cable trays used to route the cabling to interconnect the spaces, and distribute to the work areas (desks) on each floor.)

The Integrated Security Project (ISP) and the Jail Electronic Health Records Project present opportunities to address these needs that would otherwise be eminently more complex, expensive, and risky for security reasons. In addition, the detention facility at the Regional Justice Center may require minor equipment upgrades to mirror the King County Correctional Facility (KCCF) structured wiring system as well as support Electronic Health Records initiatives.

When the KCCF was constructed approximately 15 years ago, facilities were provided primarily for the distribution of telephone (voice) services. These facilities consist of a primary and secondary telephone Equipment Room, limited capacity cable distribution pathways (conduits) from the telephone rooms to each floor, and a small panel recessed into the wall on each floor of the facility, for managing the telephone cable distribution for the floor. Wiring for computers was provided for a system common at the time, but is now obsolete, and abandoned in most places.

As personal computers (PCs) were deployed at the KCCF, the DAJD information technology staff began installing a LAN to interconnect the computers, using building spaces and resources as they became available. The LAN was developed over a number of years to meet immediate needs, without the consideration and benefit of long-term planning, design, or funding. Many parts of the current LAN are using obsolete equipment, a non-standard topology, and have severe bandwidth restrictions causing disruptions to work flow. There is for instance an obsolete wireless LAN system in use in the KCCF tower's living units that presents severe bandwidth limitations and information security risks.

It is the Goal of the business case to: "develop a structured wiring plan which will insure that the wiring within the KCCF is designed and installed as a system that provides the capacity and level of performance necessary to support current and future business operations.

Project goals of this initiative are to:
- Audit existing telephone and data cable distribution and document the same.
- Upgrade the KCCF building as a single structured wiring system, using tuned components

- Enlist the services of a Registered Communications Distribution Designer (RCDD) to develop a detailed scope of work for the project, plan implementation, and oversee the installation.
- Dovetail project deliverables with ongoing King County projects. Integrated Security Project, Electronic Health Records Project, and other remodeling projects.

Expected Benefits:
- Improved network utilization, availability, reliability and performance with a focus on the department's core business requirements.
- Reduced risk of business interruption.
- Improved system and data security.
- Infrastructure that is supportable, scalable, and repeatable given current and future funding resources.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other

☒ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:
Upgrade the entire KCCF Telecommunications Infrastructure as a structured wired project.

Project Status/Activity:
Structured Wiring, King County Integrated Security Project (ISP), and Electronic Health Records Project are currently underway. The Structured Wring project must dovetail with the ISP project. Several floors have been completed (11th, 10th, 9th and currently the 8th floor is under construction).

PRB Phase Status:
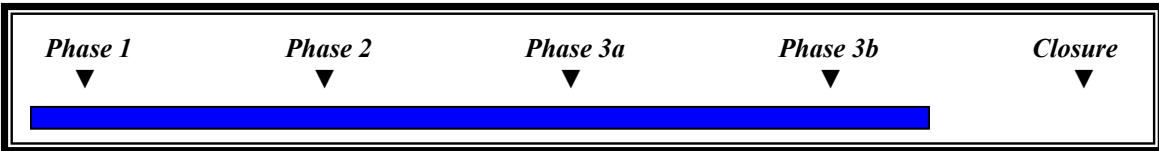
Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D032207-01 - The Board members approved the release of $173,000 for phase IIIb. Total budget appropriation for the project is $805,801 of which $215,255.93 remains unreleased.

D091906-01 - The Board members present approved the release of $100,000 for Phase IIIb of DAJD - Structured Wiring Project. Total budget appropriation for the project is $765,801 of which $348,256 remains unreleased. The release was approved upon clarifications to the issues/concerns identified in the project materials submitted for the review.

D051606-01 - The Board members present approved the release of $137,545.07 for Phase IIIb of DAJD: Structured Wiring Upgrade project. Total project budget appropriation for the project is $805,801 ($765,801 and $40,000 in operating funds) of which $528,255.93 remains unreleased.

D122005-04 - The Board members present approved the release of $140,000 for the phase IIIa of the DAJD: Structured Wiring Upgrade project. Total budget appropriation is $805,801 (capital: $765,801; operating $40,000) of which $625,801 remains unreleased.

PRB Approved Funding Release for $40,000 for Phase I of the DAJD- KCCF Structured Wiring Upgrade project on 6/21/05.

Budget Details:
2006 Budget Appropriation: $765,801
2005 Mid-year Appropriation: $40,000

Department of Assessments

DOA: IT EQUIPMENT REPLACEMENT

Sponsor:	NA
Project Manager:	Rich Medved
Project #:	NA
Initial Project Timeline:	January 2007 - December 2007
Actual Project Timeline:	January 2007 - December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$125,000
Total 2007 Expenditures as of 12/31/07:	$125,000
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
This establishes an annual equipment replacement fund for the DOA. It is for routine upgrading and replacing of equipment.

Expected Benefits:
Equipment replaced as planned.

Business Outcomes:
Efficiency
- [ ] Offers a positive return on investment (ROI)
- [ ] Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- [ ] Improves accessibility of public records
- [ ] Improves accessibility to county services, resources, and/or officials
- [ ] Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- [ ] Makes decisions and decision-related materials more easily available
- [ ] Supports ability to track long-term outcomes
- [ ] Supports visibility into the decision process
- [ ] Supports input and feedback related to countywide decisions

Risk Management
- [ ] Intended to improve security and provide legally mandated services and basic operations support

Other
- [ ] Fulfill regulatory requirements
- [ ] Provide tactical agency operational improvements
- [ ] _____

Technical Outcomes:
Increases architectural flexibility
- [ ] Utilizes open standards
- [ ] Employs web-based technologies
- [ ] Utilizes commercial off the shelf software
- [ ] Leverages and/or extends integration architecture

Improves data management

☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☐ Enhances system reliability
☐ Consolidates hardware/software
☐ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach: Follow OIRM's equipment replacement guidelines.

Project Status/Activity:

Percentage of Equipment Replaced: 100%

Funding Releases:
2007 Funding Release: $0

Budget Details:
2008 Adopted Budget: $250,000
2007 Adopted Budget: $125,000

DOA: PROPERTY BASED SYSTEM REPLACEMENT

Sponsor:	Assessor, DES/FBOD, ITS
Project Manager:	Lilia Wong
Project #:	377161
Initial Project Timeline:	2004 to 2011
Actual Project Timeline:	8/16/05 – 12/31/08
Total LTD Appropriated Budget as of 12/31/07:	$1,158,541
Total LTD Expenditures as of 12/31/07:	$546,735
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
The county currently uses a 25-year old legacy system: Property Based System (PBS) for assessing property, calculating levy rates and collecting taxes. PBS is a complex and cumbersome array of 400 application programs that have evolved since the 1970's. The main problem is that the application is no longer meeting the current business needs of Treasury Operations and the Assessor's Office.

PBS has reached the end of its useful life. It is time consuming and costly to make required changes within the current system. Quality control is frequently compromised because it is difficult for staff to check for accuracy and spot errors. PBS is also heavily dependent on staff that has an institutional knowledge of the entire system and its multitude of idiosyncrasies. As the staff retires, institutional knowledge is lost and the risk of system problems and failures is greatly compounded.

The project will: (1) review the shortcomings of the legacy system; (2) explore a range of system replacement options, including both PC-based and mainframe options; and (3) recommend a preferred solution based on a quantifiable business case.   The project will rely on consulting services to develop project deliverables. An oversight project team with representatives from the Assessor, Treasury and OIRM will review and approve the project deliverables.

The county recognizes a need to plan for the replacement of systems that currently enable the assessment and valuation of real and personal property, billing and collection of associated taxes, and the billing and collecting of other miscellaneous property based fees. Today these processes are supported by a network of independent business applications running in disparate environments across systems maintained in both the Department of Assessment Information Systems (IS) group and the county's Information and Telecommunications Services (ITS). While the most updated of these systems implements client server technology in an SQL Server environment with Visual Basic 6, the majority of the automated systems reside in a 25 plus year old mainframe environment.

It is critical to the continued operations of both the Assessor's and Treasurer's office that the legacy mainframe system be replaced. Due to the diminishing workforce possessing institutional knowledge behind this system, it has become increasingly difficult to effectively maintain from either a cost or time perspective. As the regulatory demands upon these two offices change, this mainframe system can no longer support them in meeting their core business objectives.

Over the last six years IS has supplemented the Property Based mainframe system by developing, implementing, and supporting multiple stand alone Visual Basic business applications. While these applications are stable, easily maintained, and effectively kept in-line with constantly changing business requirements, this division of core business applications supporting Assessor and Treasurer functions has been done in a manner which has fostered redundant business processes and redundant data stores. Additionally, IS recognizes the forthcoming obsolescence of the VB6 environment and plans to take advantage of the Microsoft .NET framework in the rewrite of existing or development of new information systems internally.

Although a preliminary plan for the replacement of the property tax systems does not elude to an elimination of modular components, it does establish goals for transparent data sharing via the implementation of new integration technologies, and the replacement or re-write of systems so as to compliment one another and eliminate the reliance on multiple systems repetitively performing a single business process. In order to meet these goals, the project will examine its current business processes associated with these systems and identifying those that may be outdated, inefficient, and ultimately candidates for modernization, in conjunction with considering system replacement solutions.

Expected Benefits:
The key project outcomes in 2005 were:

- Completion of a detailed quantifiable business case.
- A preliminary implementation plan that ties in business processes in Treasury and Assessments with the preferred technology solution.
- A report detailing what legacy systems will remain on the county's mainframe following implementation of the preferred solution.

Replacing the legacy system will result in the following outcomes:

- Fully relational database, open system design architecture, and user-friendly screens, reports and query capability.

- Enhanced level of quality control for checking accuracy and spotting errors.
- Documented efficiencies, time savings, and/or cost savings in current business processes.
- Easier to make system changes as part of the annual tax certification process and to update property assessment and tax accounts throughout the year.
- Substantially reduced risk for system problems and failures.
- Clear system documentation, including its relationship to various business processes.

It is anticipated that the Quantifiable Business Case analysis, completed in Phase II, will define the expected benefits of systems replacement in detail. In addition, the project will recognize the benefit of a proposal for a preferred technology solution, preliminary implementation plans and conceptual architectural design documents upon completion of this phase.

Longer term forecast of expected benefits are in direct alignment with King County's Strategic Technology goals and the reduction or elimination of business process risks identified earlier in the 2005 Risk Exposure Analysis document.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☒ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
The replacement of the Assessor and Treasurer systems will be planned for and completed in three phases:

Phase I (2005): Preliminary Risk Exposure Analysis
- This preliminary analysis documents system limitations and end user requirements from a broad overview perspective. There is an emphasis on highlighting the "risk exposure" of the current Property Based System and the business processes that it supports. The analysis is designed to be the precursor to a more detailed quantifiable business case in Phase II. The preliminary analysis is limited to a budget of $25,000 funded by Department of Assessments operating budget. This amount is not part of the $501,237 appropriated budget.

Phase II (2005 - 2008): Quantifiable Business Case
- The Property Based System replacement effort has not been granted approval or required funding to progress beyond Phase II, the development of a Quantifiable Business Case (QBC). It is the intention that this QBC will establish justification and obtain necessary approval and appropriations to move forward with Phase III project design and implementation. The business case will consider arguments that highlight the benefits of system replacement based on both cost benefit and risk avoidance perspectives. In building the business case, due consideration will be given to current business processes, current use of technology, and existing strategic technology plans in comparison to current industry trends in comparable systems and the technology infrastructure which supports their successful implementation. Over and above the existing brief project description, the QBC must bring further clarification to: 1) The Existing Business Problem, 2) Project Vision and Goals, 3) Project Background and History, 4) Project Constraints and Dependencies, 5) Business Objectives of the Project, 6) The Project Risks, 7) A Recommended Solution. 8) The Project Governance Structure, 9) Recommended Project Staffing, 10) Project Architecture and Interoperability, 11) Anticipated Project Benefits and Other Impacts.

Phase IIIa (2009-2010): Project Design and Implementation Planning
The recommended solution and resulting project plan from Phase II should define an approach to project design and implementation planning which includes but is not limited to the following Phase IIIa tasks: 1) Contract negotiations as necessary, 2) Product Fit Analysis, 3) Solution design and development planning, 4) Systems Integration design, 5) Data migration planning

Phase IIIb (2010-2011): Project Implementation and Post Production Support
- Although a preliminary high level implementation and post production support plan may be included in the Phase II deliverables, final Phase IIIb project details will be provided as a result of the Phase IIIa planning effort. Tasks associated with the Phase three work may include but will not be limited to: 1) Custom development where applicable, 2) Data migration, 3) Testing, 4) Parallel processing where applicable, 5) Training

Project Status/Activity:
Since the PRB funding release in August 16, 2005, the project team has been working with Eclipse Solutions to produce four Phase IIa deliverables:

1. Existing Environment – Provides a review and analysis of the existing business processes and the technologies that support the applications within the umbrella of King County's Property Based Systems

2. Research and Review – Focuses on current technology trends, recent advances in taxation management from other taxation agencies, and commercial off-the-shelf (COTS) taxation management solutions
3. Recommendation White Paper (Report) – Identifies possible solution alternatives and a recommendation from Eclipse Solutions
4. Quantifiable Business Case (QBC) – Identifies the qualitative and quantitative benefits, including a cost/benefit analysis, of implementing the recommended alternative identified in the Recommendation Report.

Eclipse Solutions has delivered all four documents to King County, and the Sponsors and Steering Committee have selected on and approved an approach to implementing the solution. The approach selected was a mostly commercial off the shelf (COTS) solution, where a vendor-provided COTS product would support account administration, tax and fee accounting, and valuation of personal property valuation. The existing real property valuation applications would be retained with the COTS product.

In Phase IIb, the next step of the project is to proceed with the detailed requirements definition and select an implementation vendor. A recommendation for a vendor solution will complete the Phase II efforts.

On June 19, 2007, PRB approved a $40,000 funding release to support the PBS project staff for two months. The original amount requested was $609,310. The amount requested for July 31, 2007 is $569,310.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D073107-04: The Board members present approved the release of $569,310 for phase IIb with condition #A073107-01. Total budget appropriation for the project is $1,158,541 of which $49,231 remains unreleased.

D061907-03: The Board members present approved the funding release to support the PBS project staff for two months requesting the project to notify the Board about the exact amount. The project notified the Board that funds of $40,000 are needed to support the staff (project manager and functional analyst) for two months; $40,000 is released. Total budget appropriation for the project is $1,158,541 of which $618,541 remains unreleased.

D081605-05: PRB approved fund release of $500,000 for Phase 2 on 8/16/05 with conditions requested in the new action items #A081605-04 and 05 be addressed. Total 2005 capital appropriation is $501,237 of which $1,237 remains unreleased.

Budget Details: OIRM Capital fund 3771, project #377161.

2007 Adopted Budget: $657,304
2005 Adopted Budget: $501,237

Department of Community & Human Services

DCHS: CSD - EQUIPMENT REPLACEMENT

Sponsor:	Jackie MacLean
Project Manager:	Michael Litt
Project #:	NA
Initial Project Timeline:	January 2007 - December 2007
Actual Project Timeline:	January 2007 - December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$72,980
Total 2007 Expenditures as of 12/31/07:	$70,564
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
The Community Services Division is responsible for maintenance of servers and staff desktops in the Exchange Building, WorkSource Renton, YouthSource Renton, and numerous smaller remote sites. This project request is based on upgrades of all desktops that cannot operate the XP software versions and replacement of non-rack servers prior to moving to the Chinook Building in the second half of 2007.

CSD desktops are currently optimized for Windows 2000, and there is a need to upgrade to Windows XP in order to run XP versions of major applications at acceptable speeds and to facilitate remote administration as a baseline feature of all machines. These conversions would create a common platform level throughout CSD, providing greater efficiency and reliability in supporting desktop users. This would also reduce the strain on current LAN administration resources that result from maintaining a system of desktops with different operating systems and hardware configurations.

In addition, to facilitate the move to the Chinook Building in 2007 and ensure the security of its servers in the new data center, CSD is upgrading and consolidating its outdated servers from the Exchange Building. Similarly, other servers will be upgraded as funds are available. It is necessary to convert to rack mounted servers to accommodate space restrictions in the new data center CSD will be using.

Expected Benefits:
Equipment replaced as planned with immediate efficiencies gained for users and IT support staff, expanded scope of user services, and more effective and faster response times for user help desk requests.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available

☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☐ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☒ Increases data privacy
☒ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach: Follow OIRM's equipment replacement guidelines.

Project Status/Activity:

Percentage of Equipment Replaced: 47%

Funding Releases:
May 2007 Funding Release: $72,980

Budget Details:
Budget fund: 0015

2008 Adopted Budget: $168,159
2007 Adopted Budget: $72,980; CSD Operating Budget 0015
2006 Adopted Budget: $161,300

DCHS: CSD – VETERANS INFORMATION SYSTEM REPLACEMENT

Sponsor:	Linda Peterson
Project Manager:	Patricia Lemus
Project #:	377167
Initial Project Timeline:	May, 2005 – June 2006
Actual Project Timeline:	August 22, 2005 – To be determined
Total LTD Appropriated Budget as of 12/31/07:	$468,105
Total LTD Expenditures as of 12/31/07:	$354,202
Primary IT Goal	Accountability
Project Type	Implementation

Project Description:
Two distinct components make up the VIS project:
1. Replace the obsolete PROVET application with the Veterans Information System Application (VIS) which will provide: a) Veteran Program Case Managers access to client information in the VIS database; b) front desk personnel the ability to input new client information directly into VIS; c) multiple fund tracking; d) enhanced reporting; as well as e) the conversion and migration of existing PROVET data to SQL/Server.
2. Enhancements to the existing County Veterans Coalition (CVC) web site include: a) SQL/Server data storage; b) allow authorized web content managers in each Washington State county the ability to update their unique county information, and c) the conversion and migration of existing CVC data to SQL/Server.

Expected Benefits:
- Availability for all King County Veteran Program staff to intake client information including information on homeless clients.
- Availability to manage client data in a format that can be provided to other service providers when needed
- Availability for authorized staff to access prior service and eligibility data for client intake and case management.
- Statistical tools to extract and process data without intensive manual effort.
- Ability to generate reports with necessary client demographics and service information.
- Ability to report required client level information to the regional homeless management information system, Safe Harbors.
- And for the state-wide CVC web site, the ability for an authorized Point of Contact in each County to manage their unique county content.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
☐ Intended to improve security and provide legally mandated services and basic operations support

Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☒ Utilizes open standards
☒ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☒ Increases data privacy
☒ Improves data accuracy
☒ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
ADSS staff is developing the VIS application and enhancing the CVC application. Resources for development and project management are supported by appropriation from the Veterans Relief Fund.

Project Status/Activity:
Production implementation of the CVC Internet Application occurred on March 31, 2006.
ADSS efforts on the VIS application ended in 2007. Also, in 2007 the VIS project scope and roles were redefined, an alternative solution strategy was pursued and a recommendation was made to the VIS Steering Committee to buy rather than build the final system.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
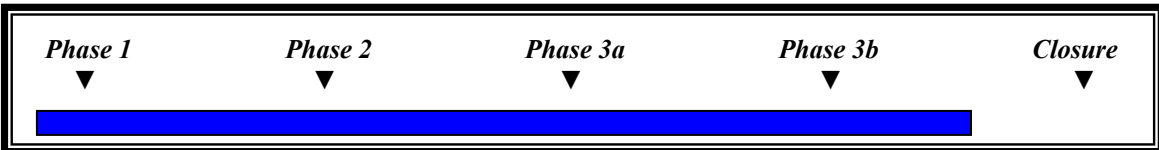
Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D011706-01 - The Board members present approved the release of $81,573 including $5,153 of contingency for the Phases IIIb and IV of the DCHS: Veterans Information System (VIS) Replacement, with the new action item #A011706-01. Total project budget appropriation for is $468,105 of which reminder of contingency of $37,402 ($42,555 - $5,153) remains unreleased.

D062105-01 – The board members present approved the release of $182,252 for Phases IIIa and early b - Implementation Planning Review, of the DCHS-CSD-Veterans Information System Replacement project. They also acknowledged that $33,743 has already been spent on phases I & II. Total initially identified budget is $349,130 of which $133,135 remains unreleased. Total project budget is estimated to be $468,105 including a 2006 budget proposal for $118,975 in addition to the supplemental appropriation request of $349,130, currently before the council. The funding is contingent on council action on 2nd Quarter Omnibus Legislation, and no spending of the released amount should begin until council approval has occurred.

Decision #D051705-03: The board members present approved the mid-year project approval request for the DCHS Veterans Information System Upgrade project. Funding release requests will be entertained at future PRB meetings. The projects self-monitoring request will also be entertained at the next funding release.

Budget Details: Tracking in OIRM capital fund: org #0105, project #377167

2006 Adopted Budget: $118,975
2005 Mid-Year Appropriation: $349,130

DCHS: DDD – CLIENT INFORMATION SYSTEMS (CIS)

Sponsor:	Ray Jensen
Project Manager:	Wes Hikida
Project #:	377209
Initial Project Timeline:	January 2008 – January 2010
Actual Project Timeline:	NOT STARTED
Total LTD Appropriated Budget as of 12/31/07:	$335,684
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Customer Service/Access
Project Type	Implementation

Project Description:
The Department of Community and Human Services (DCHS) Developmental Disabilities Division (DDD) mission statement is "*To assist King County residents of all ages and cultures who have developmental disabilities to achieve full, active, integrated, and productive participation in community life.*"

In order to meet this mission, DDD needs a client information system to do the following:
- Track program, services, contracts, and individual budgets (related to services) of more than 4,000 individuals with developmental disabilities;
- Interface with at least two State of Washington database systems;
- Communicate with and bill 50-60 local service providers;
- Provide DDD staff with:
  o Program management information and performance outcomes
  o Fiscal reporting
  o Contract tracking

The current system, a MS Access database in conjunction with MS Excel spreadsheets, is out of date, cumbersome, incomplete, and difficult to maintain and enhance. It does not encapsulate the business rules in its logical design, fails to meet many of the business requirements of the division, and is reliant on the operator's special knowledge of the data. This system has been

worked, re-worked, patched and kludged together over years. It is technically very difficult to maintain. For instance, the system defines more than 700 queries that are hard-wired to forms, reports, and other queries. A developer can not predict the side-effects of even a minor change; major enhancements are out of the question.

Development of a new system using new technology will provide the division the ability to coordinate, institutionalize, automate and streamline business processes, improve communications with outside vendors such as service providers and school districts, and better manage the entire end-to-end billing process.

The division has determined the current system is no longer a viable solution for meeting its business objectives in an efficient, reliable, and accurate manner.

Expected Benefits:
There are certain features that, if implemented, will indicate success for the project:
- Eliminate manual cut and paste processing
- Efficient communications with service providers
- Integrated interfaces to Washington State database systems

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability

☐ Consolidates hardware/software
☐ Standardizes or streamlines existing operations

Other
☐ _____

Project Approach:

Project Status/Activity:
New project.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
■				

Self Rating:	■	This is a 2008 project that has not started.

Funding Releases:

Budget Details:
2008 Adopted Budget: $335,684; Budget Fund #3771, County Mileage Fund

---

DCHS: DIRECTOR'S OFFICE – DATA INTEGRATION

Sponsor:	Jackie MacLean
Project Manager:	Marty Lindley
Project #:	377178
Initial Project Timeline:	09/01/06 – 07/31/07
Actual Project Timeline:	9/01/06 – 06/30/08
Total LTD Appropriated Budget as of 12/31/07:	$164,399
Total LTD Expenditures as of 12/31/07:	$81,562
Primary IT Goal	Accountability
Project Type	Business Process Analysis

Project Description: The Department of Community and Human Services (DCHS) needs to develop management indicators and routine reports that support the Director's Office oversight of the Department. DCHS is proposing a business process analysis to review the existing data across divisions, analyze its relationship to the Director's Office business needs, and develop methods to maximize the use of existing data to create management indicators for the Director's Office.

Expected Benefits: The expectation is that the project will enable DCHS to incorporate management indicators into the development of the 2008 Department business plan, which will begin in early 2007 and include delivery of the business plan as part of the 2008 budget submission, and performance measures for KingStat.

Business Outcomes:

Efficiency

☐ Offers a positive return on investment (ROI)

☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service

☐ Improves accessibility of public records

☐ Improves accessibility to county services, resources, and/or officials

☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions

☒ Makes decisions and decision-related materials more easily available

☐ Supports ability to track long-term outcomes

☒ Supports visibility into the decision process

☒ Supports input and feedback related to countywide decisions

Risk Management

☐ Intended to improve security and provide legally mandated services and basic operations support

Other

☐ Fulfill regulatory requirements

☒ Provide tactical agency operational improvements

☐ _____

Technical Outcomes:

Increases architectural flexibility

☐ Utilizes open standards

☐ Employs web-based technologies

☐ Utilizes commercial off the shelf software

☐ Leverages and/or extends integration architecture

Improves data management

☐ Increases data security

☐ Increases data privacy

☐ Improves data accuracy

☐ Reduces data redundancy

Improves technology operations

☐ Enhances system reliability

☐ Consolidates hardware/software

☐ Standardizes or streamlines existing operations

Other

☒ <u>Provides plan for improving technology, based on a strategic analysis of gaps</u>

Project Approach: Through a business process analysis, this Project will review the existing data across divisions, analyze its relationship to the Director's Office business needs, and develop methods to maximize the use of existing data to create management indicators for the Director's Office. This Project is conceived as the first phase of a two-part project. The second phase will involve taking what has been learned about DCHS data systems and developing recommendations for improvements.

Project Status/Activity:

The Project has made progress in the area of maximizing the use of existing data to create reports for the department Director. Quarterly management indicator reports are being piloted. An employee survey of performance measurement was conducted in late 2007; results will be reviewed by management. The project participated in the development of the 2008 business plan through analysis of performance achievements and creation of an expanded set of performance measures.

PRB Phase Status:
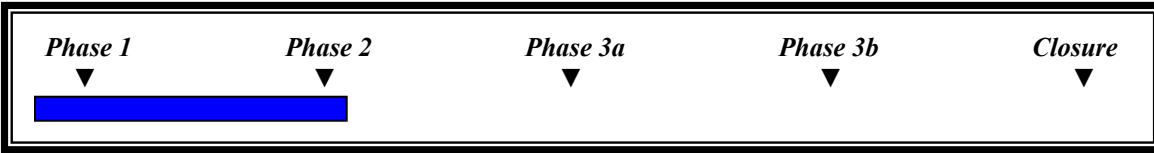
Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
D081506-06 - The CIO approved the single funding release (Level 2 monitoring) and the funding release of requested $147,247 for Phases I-V of DCHS - Data Integration. Total budget appropriation for the project is $164,399 of which $17,152 remains unreleased.

Budget Details:

2006 Adopted Budget: $164,399

DCHS: DIRECTOR'S OFFICE – EQUIPMENT REPLACEMENT

Sponsor:	Jackie MacLean
Project Manager:	Marty Lindley
Project #:	N/A
Initial Project Timeline:	January 2008 – December 2008
Actual Project Timeline:	January 2008 – December 2008
Total 2007 Appropriated Budget as of 12/31/07:	$22,600
Total 2007 Expenditures as of 12/31/07:	$24,772
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
This proposal will allow the DCHS Director's Office to continue to rely on their IT systems as they age and are replaced on a regular schedule. It supports all of the agency's core businesses and departmental goals.

The plan was developed to support the Divisions' core services/performance measures at the current level. Not providing these services would mean that Director's Office staff would not be as productive due to slower systems and more breakdowns.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions

☒ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☒ Supports visibility into the decision process
☒ Supports input and feedback related to countywide decisions

Risk Management
☐ Intended to improve security and provide legally mandated services and basic operations support

Other
☐ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture

Improves data management
☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations
☐ Enhances system reliability
☐ Consolidates hardware/software
☐ Standardizes or streamlines existing operations

Other
☐ _____

Project Approach: Follow OIRM's equipment replacement guidelines

Project Status/Activity:

Percentage of Equipment Replaced: 47%

Funding Releases:
May 2007 Funding Release: $22,600

Budget Details:
2008 Adopted Budget: $18,303; Director's Office Fund 1070
2007 Adopted Budget: $22,600.

DCHS: DIRECTOR'S OFFICE - FINANCIAL DATASET CONVERSION

Sponsor:	Jackie MacLean
Project Manager:	Marty Lindley
Project #:	377148
Initial Project Timeline:	01/01/05 -12/31/05
Actual Project Timeline:	03/01/06 – 03/23/07
Total LTD Appropriated Budget as of 12/31/07:	$20,000
Total LTD Expenditures as of 12/31/07:	$16,000
Primary IT Goal	Accountability
Project Type	Implementation

Project Description:
DCHS will utilize expertise from the Mental Health, Chemical Abuse and Dependency Services Division (MHCADSD) to convert a set of existing department-wide financial data from an Excel spreadsheet into a database.

Expected Benefits:
The conversion to a database will enable greater ease of querying data, will provide for the development of canned reports, and will organize and coordinate the process of updating the financial information. The risk of contaminating a significant amount of detailed financial data along with a corresponding lack of accountability for changes to information will be controlled through the development of this database.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software

☐ Leverages and/or extends integration architecture
Improves data management
☐ Increases data security
☐ Increases data privacy
☒ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
MHCADSD IT staff will be retained to do the design and construct a database that will contain the department-wide financial data. The IT staff will compile the data, develop the screens for data entry and data lookup, and will create routine reports from mock-ups and report specifications.

DCHS will develop the proposal to be submitted to MHCADSD IT staff to define the scope. We do not anticipate the need to purchase any hardware for this project. Existing licenses and desktops will be sufficient. We will not require additional server capacity to store the database.

Project Status/Activity:
The database was created by MHCADSD IT staff and tested by Director's Office fiscal staff. DCHS fiscal staff were trained on the final version of the database and have been using the product since January 2007. Canned reports were created in February 2007 and the project was reported closed in March 2007.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
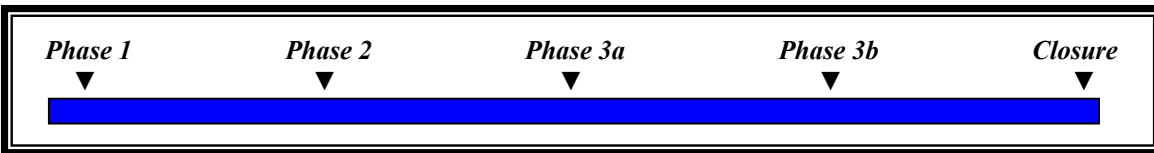
Self Rating:		Project is completed.

Funding Releases:
D041905-03 The PRB approved the re-scoping of currently appropriated funds for the DCHS Contract Management System to two new projects: The Financial Dataset Conversion project - $20,000, and the Encumbrance Management project - $30,000.

Budget Details: OIRM Capital fund 3771, project #377148.

2005 Adopted Budget: $20,000 - part of the $50,000 split between DCHS: CSD – Encumbrance Management project and DCHS: CSD – Financial Dataset Conversion project.

DCHS: OPD – INDEPENDENT TECHNOLOGY FOR OPD CONTRACTORS

Sponsor:	V. David Hocraffer
Project Manager:	Martine Kaiser
Project #:	377177
Initial Project Timeline:	Jan 1, 2006 – Nov 30, 2006
Actual Project Timeline:	Oct 30, 2006 – Feb 6, 2007
Total LTD Appropriated Budget as of 12/31/07:	$50,000
Total LTD Expenditures as of 12/31/07:	$50,000
Primary IT Goal	Risk Management
Project Type	Study

Project Description: The four public defense contractors are provided with county email and operate from within the firewall. Since the county is practically the sole source of income for these contractors, this was done as a cost savings measure. Additionally, since the contractors are part of the criminal justice system, they require access to several King County databases and the email address book. Recently however, it has become a priority to remove the contractors from the county WAN and have them operate completely independently. This project is a study to identify the optimal way to accomplish removing the agencies from the network without any loss in business functionality.

Expected Benefits: An alternatives analysis report, providing recommendations on cost estimates to remove the four contractors from the King County network.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach: The study will be completed by MTG Management Consultants, a vendor selected from the IT Consulting Roster.

Project Status/Activity: The project started in October, 2006. The final report was submitted by the consultants on January 24, 2007, and the project was completed.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
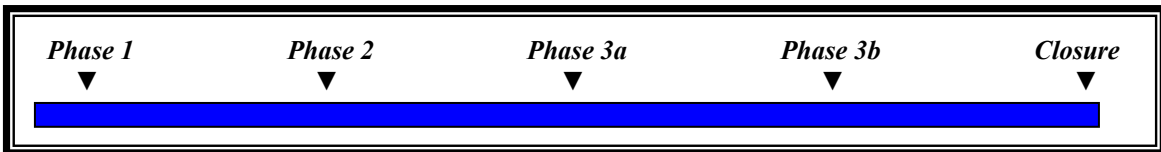
Self Rating:		Project is completed.

Funding Releases:
D092006-01 - The Board members present approved the release of $50,000 for Phase II of DCHS - Independent Technology for OPD Contractors via e-mail on September 20, 2006. Total budget appropriation for the project is $50,000 of which $0 remains unreleased.

Budget Details:

2006 Adopted Budget: $50,000

DCHS: MENTAL HEALTH - EQUIPMENT REPLACEMENT

Sponsor:	Amnon Shoenfeld
Project Manager:	Diep Nguyen, Michael Litt
Project #:	
Initial Project Timeline:	January 2007 - December 2007
Actual Project Timeline:	January 2007 - December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$99,700
Total 2007 Expenditures as of 12/31/07:	$90,580
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
The purpose of this project is to replace existing IT equipment that is no longer supported by the vendor and to purchase new IT equipment to support the Developmental Disabilities Division operations.

Expected Benefits:
The IT equipment purchases will improve the quality, usability, and reliability of the tools needed by the staff to complete the division and department business goals and mission. The new equipment will reduce inefficiencies due to down time.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach: Followed OIRM's Equipment Replacement Guidelines

Project Status/Activity:
Percentage of Equipment Replaced: 36%

Funding Releases:
May 2007 Funding Release: $99,700

Budget Details:
2008 Adopted Budget: $99,700
2007 Adopted Budget: $99,700

DCHS: MHCADS – DIGITIZING PAPER RECORDS

Sponsor:	Jackie MacLean
Project Manager:	Jo Moore
Project #:	
Initial Project Timeline:	2006 -June 2007
Actual Project Timeline:	October 2006 - October 31, 2007
Total LTD Appropriated Budget as of 12/31/07:	$330,000
Total LTD Expenditures as of 12/31/07:	$110,095
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
After the Crisis and Commitment Services (CCS) move to the Chinook Building (New County Office Building - NCOB) in September 2007, there is no longer space to store all the case records. In order to have access to the information CCS needs to accomplish their 24x7 mission, the Records Management Section has developed a comprehensive plan to: 1) Purge and prepare outdated records (past retention) for destruction; 2) Remove and prepare active records for indexing and imaging by MODUS Inc.; 3) Image active case files and return the images and index to the County for storage on an existing server; 4) Provide CCS staff with access to active case files from desktop computers using vendor supplied image reader; 5) Certify in accordance with WAC 434-663 (certification for this system was previously obtained for a similar project in DDES).

Expected Benefits: By the time of the move to the NCOB, CCS will have:
- More efficient use of space and resources
- Accurate and immediate electronic access to past records
- Purge of records past retention, and system for purging electronic records in future
- Client history combined in one file
- Resolve misfiles and aliases

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes

☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions

Risk Management
☐ Intended to improve security and provide legally mandated services and basic operations support

Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:

Increases architectural flexibility
☒ Utilizes open standards
☒ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture

Improves data management
☒ Increases data security
☒ Increases data privacy
☒ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other
☐ _____

Project Approach:
CCS is working alongside the Records Management Section to design the system and will work with County vendors already contracted to perform the file purge, retention and imaging processes. Department IT staff will work with CCS and imaging vendor to assure compatibility of systems.

Project Status/Activity:
At the close of 2006, the Records Management Section had worked with CCS staff, completed a data test, and developed a Project Plan for presentation to DCHS in January 2007.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
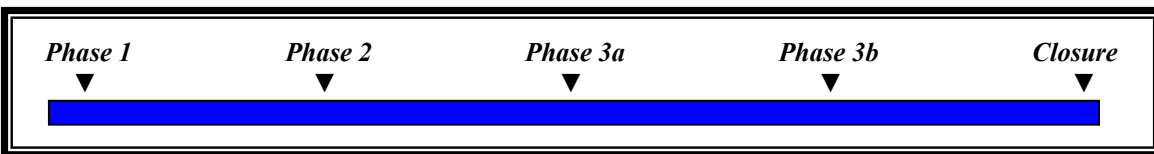
Self Rating:		Project completed.

Funding Releases:
D033007-02: The CIO approved the single funding release (Level 2 monitoring). The Board members approved the release of $259,946 for phases I-V. Total budget appropriation for the project is $330,000 of which $70,054 remains unreleased.

Budget Details:
2007 Adopted Budget: $330,000

DCHS: MHCADS – SYSTEM DEVELOPMENT

Sponsor:	Jackie MacLean
Project Manager:	Jo Moore
Project #:	
Initial Project Timeline:	2006-2007
Actual Project Timeline:	Project was disappropriated and cancelled
Total LTD Appropriated Budget as of 12/31/07:	$170,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
Crisis and Commitment Services (CCS) is a 24/7 emergency, direct service unit providing crisis intervention and evaluations for involuntary psychiatric commitment. CCS currently relies on clinical and legal records that are a combination of paper records and an electronic database. This system enhancement will expand the current database to capture more clinical and legal information, and will allow users to enter data directly rather than wait for clerical support.

Expected Benefits: An expanded database system will:
- Improve triage and workflow
- Provide legible records retrievable in digital format
- Provide complete records for decision making
- Improve safety by providing historical data immediately
- Improve efficiency of data reporting
- Court documents may be provided electronically

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
This project will be done with support from DCHS internal IS staff who are familiar with the current database structure and technology.

Project Status/Activity:
Due to competing priorities and lack of funding, this project has been unable to proceed in 2006. The existing staff in 2007 will first devote their efforts to the digitizing project (see above) to ensure that the imaging is compatible with our system. It is hoped that we can pursue this project at a later date.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
■				
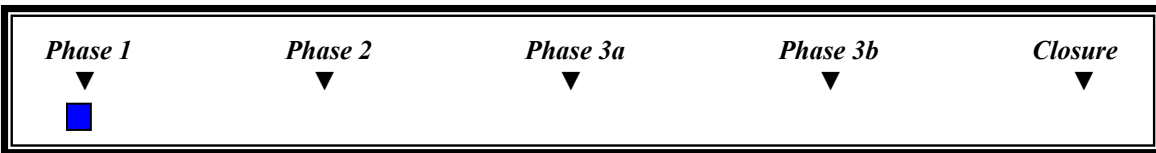
Self Rating:	■	Project was disappropriated and cancelled.

Funding Releases:
There have been no funding releases.

Budget Details:
2007 Adopted Budget: $170,000

DCHS: OFFICE OF THE PUBLIC DEFENDER IT EQUIPMENT REPLACEMENT

Sponsor:	Jackie MacLean
Project Manager:	Michael Litt, Diep Nguyen
Project #:	
Initial Project Timeline:	January 2007 - December 2007
Actual Project Timeline:	January 2007 - December 2007
Total LTD Appropriated Budget as of 12/31/07:	$20,000
Total LTD Expenditures as of 12/31/07:	$19,690
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
This project will allow the Office of the Public Defender (OPD) to continue to rely on their IT systems as they age and are replaced on a regular schedule. It supports all of the agency's core businesses and departmental goals.

The plan was developed to support the Divisions' core services/performance measures at the current level. Not providing these services would mean that OPD staff would not be as productive due to slower systems and more breakdowns.

Expected Benefits:
The IT equipment purchases will improve the quality, usability, and reliability of the tools needed by the staff to complete the division and department business goals and mission. The new equipment will reduce inefficiencies due to down time.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies

☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture

Improves data management
☒ Increases data security
☒ Increases data privacy
☒ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other
☐ _____

Project Approach: Followed OIRM's Equipment Replacement Guidelines

Project Status/Activity:

Percentage of Equipment Replaced: 60%

Funding Releases:
May 2007 Funding Release: $20,000

Budget Details:
2008 Adopted Budget: $16,200
2007 Adopted Budget: $20,000

Department of Developmental & Environmental Services

DDES: FINANCIAL SYSTEM RESTRUCTURING

Sponsor:	Stephanie Warden
Project Manager:	Michael Pahl
Project #:	377130
Initial Project Timeline:	January 2004 - December 2005
Actual Project Timeline:	-
Total LTD Appropriated Budget as of 12/31/07:	$191,735
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
This project is to restructure the processing and database design of the custom DDES Finance (Revenue) System. The system is effective in its basic operations but costly to maintain. It has known functional deficiencies due to the incremental development approach used in its development, which makes support labor intensive.   It is also database dependent as its basic business logic is built from database-stored procedures.

Expected Benefits:
The goals of this project are to improve processing performance, fix deficiencies, improve integration with other mission critical applications, and make it database independent.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software

☒ Leverages and/or extends integration architecture

Improves data management

☒ Increases data security
☒ Increases data privacy
☒ Improves data accuracy
☒ Reduces data redundancy

Improves technology operations

☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach:

A standard software development lifecycle approach will be used. The Analysis will tell us the best approach (retrofit specific changes or rebuild from the ground up) and how best to further integrate this system with all other DDES systems. The work will be performed by in-house staff, supplemented by two to three Term-Limited-Temporary software engineers/systems analysts.

Project Status/Activity:

This project was originally planned, approved and funded for 2004, but due to other department priorities had been postponed until 2005. Project was not started, and project budget was transferred to the Permit Integration project.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
◼				
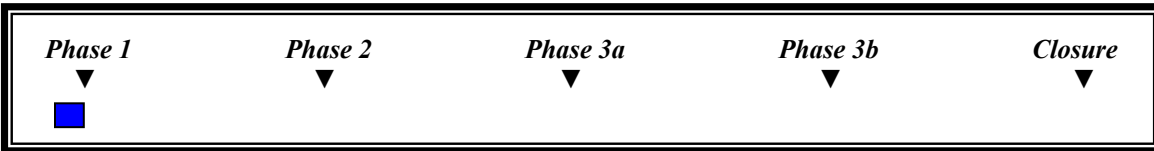
Self Rating:	◼	Project cancelled – Budget transferred to Permit Integration.

Funding Releases:

None.

Budget Details: Double budget with operating fund transfer; From DDES Operating fund 3200 to OIRM Capital fund 3771, project #377130.

(The project reported: Contingency of $10,000 has been provided in the DDES Operating Fund.)

2004 Adopted Budget: $191,735

DDES: IT EQUIPMENT REPLACEMENT

Sponsor:	Stephanie Warden
Project Manager:	Michael Pahl
Project #:	N/A
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$332,540
Total 2007 Expenditures as of 12/31/07:	$299,133
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
Computing Equipment Replacement Program for DDES. Funding provides for replacement of workstations, laptops and servers to current generation IT platforms on a recurring, self-funded basis.

Expected Benefits:
Equipment replaced as planned.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy

☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☐ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
This project will replace worn out older generation IT equipment with current generation IT equipment aligning DDES staff with current IT technologies used by DDES customers and the rest of King County.   This request is part of a standardized, overall, multi-year equipment replacement cycle. It is consistent with the goal of managing capital and technology resources to improve services and information sharing

Project Status/Activity:

Percentage of Equipment Replaced: 89%

Funding Releases:
May 2007 Funding Release: $ 332,540

Budget Details: DDES Operating fund 1340
2008 Adopted Budget: $225,000
2007 Adopted Budget: $332,540
2006 Adopted Budget: $232,540
2005 Adopted Budget: $183,000

DDES: PERMIT INTEGRATION

Sponsor:	Stephanie Warden / James J. Buck
Project Manager:	Dawn Johnson
Project #:	377129 / 377210
Initial Project Timeline:	April 2007 – April 2009
Actual Project Timeline:	May 2008 (Projected completion date for QBC)
Total LTD Appropriated Budget as of 12/31/07:	$924,679 (includes all funds listed below under Budget Details)
Total LTD Expenditures as of 12/31/07:	$180,633
Primary IT Goal	Customer Service/Access
Project Type	Business Case/Study/Plan

Project Description:
The Department of Executive Services (DES) combined with the Department of Development and Environmental Services (DDES) are working towards defining and implementing a more integrated approach to the county's permit business processes, underlying business systems, and associated technology infrastructure.

In 2004, DDES and DES began associated initiatives to evaluate the effectiveness and projected lifespan of existing information systems and to identify opportunities associated with a county wide permitting integration effort. In 2006, DDES postponed plans to independently replace

existing permit systems in favor of the start-up of a countywide Permit Integration project. The Permit Integration project will support the replacement of necessary systems for the express purpose of:

- Improving customer service,
- Crafting more efficient processes,
- Increasing the level of transparency between people, processes, and information,
- And reducing current risk associated with aging, disparate systems.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☒ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

Project Status/Activity:
Project accomplishments include:
- Phase I completed.
- Project Manager is in place.

- Project Sponsorship, Steering Committee, and Stakeholders are identified.
- Summary Project Plan and Charter are in place with sign-off by Steering Committee, and Sponsorship representatives.
- OMB and CIO contingencies from 2006 have been satisfied.
- Consulting partner for Quantifiable Business case selected, contract signed, and consulting staff are on board
- Business process mapping begins in September
- Project is currently on track, within scope and budget, with risks and issues being managed

PRB Phase Status:
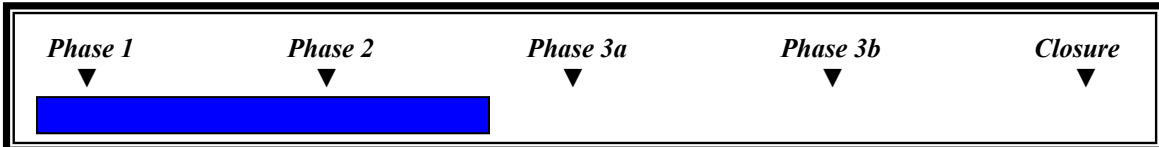
Phase 1 ▼	*Phase 2* ▼	*Phase 3a* ▼	*Phase 3b* ▼	*Closure* ▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
D121807-01 - The Board members present approved the release of $54,000 for Phase II. Total budget appropriation for the project is $745,279 of which $389,770 remains unreleased.

D073107-02 - The Board members present approved the release of for $277,859 – including $98,459 of capital project funds and DDES Operating Budget of $179,400 for phases II. Total budget appropriation for the project is $526,135 of which $45,226 remains unreleased.

Budget Details:
2008 Adopted Budget: $398,544; Budget Fund 3771, project 377129
2007 Operating Budget: $179,400 allocated ($133,618.34 actually used)
2007 Capital Budget: $346,735 (Based on OMB direction and an April 17, 2007 PRB decision, this project utilizes funds from the Financial System Restructuring Project and Permit System Replacement Scope of Work projects.)

DDES: PERMIT SYSTEM REPLACEMENT SCOPE OF WORK

Sponsor:	Stephanie Warden
Project Manager:	Michael Pahl
Project #:	377129, 377210
Initial Project Timeline:	January 2004 - December 2005
Actual Project Timeline:	-
Total LTD Appropriated Budget as of 12/31/07:	$155,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Business Case/Study/Plan

Project Description:
This project is a continuation of work currently underway to find a replacement to the present permit system. It includes documentation of all business needs and provides a gap analysis of

our current system. These user needs and system requirements will then be used to develop a system replacement scope of work document.

This project is needed due to a lack of interest by the existing vendor in supporting the system as it operates in the DDES technology environment and the lack of flexibility with the existing system in meeting future business requirements such as E-commerce.

Expected Benefits:
This is a research effort to analyze and clearly define our business needs for a replacement permits system and recommend a course of action.

Expected deliverables include a detailed list of requirements for a replacement system, gap analysis of our current system and recommendation on how best to proceed (full replacement vs. replacing individual modules, 3rd party vendor provided vs. in-house developed, phase in vs. single cutover, etc.). It will also report on user experiences with various systems, provide a detailed list of requirements (suitable for an RFP), and if appropriate, at least one complete scope of work from a preferred vendor outlining the precise element costs for a single fixed price contract.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☒ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability

☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
This is a business analysis project to document current departmental systems and processes. As such it will consist of system reviews, user group validation and communication with other KC agencies that have interrelated data needs. It will be performed by in-house staff supplemented with outside resources (either a 3rd party contract or Term-Limited Temporary systems analysts, depending on availability). The project also authorizes travel to various cities to benchmark capabilities of alternative systems and validate vendor claims.

Project Status/Activity:
This project was originally planned, approved and funded for 2004, but due to other department priorities had been postponed until 2005. Project was not started, and project budget was transferred to the Permit Integration project.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
■				
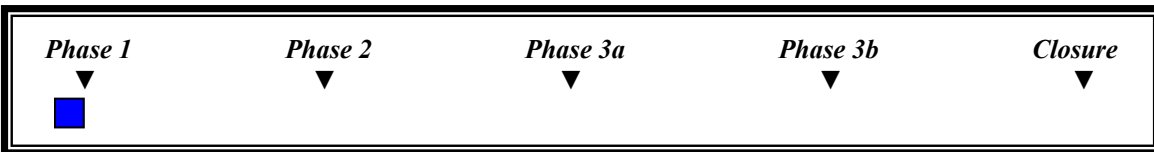
Self Rating:	■	Project cancelled – Budget transferred to Permit Integration.

Funding Releases:
None.

Budget Details: Double budget with operating fund transfer; From DDES Operating fund 3200 to OIRM Capital fund 3771, project #377129.

(The project reported: Additional contingency of $10,000 has been provided in the DDES Operating Fund.)

2004 Adopted Budget: $155,000

Department of Executive Services

DES: ADMINISTRATION - ACCOUNTABLE BUSINESS TRANSFORMATION (ABT)

Sponsor:	James T. Buck
Program Manager:	Manuel Ovena
Project #:	377142
Initial Project Timeline:	December 2004 – December 2005 (initial phase)
Actual Project Timeline:	December 2004 – Sept., 2008 (completion of DIP June 2008)
Total LTD Appropriated Budget as of 12/31/07:	$9,032,857 (funding through DIP)
Total LTD Expenditures as of 12/31/07:	$5,059,194
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
Accountable Business Transformation (ABT) will bring contemporary financial, human resource, payroll and budget best practices to King County. This is a multi-year program initiated in 2005 with a work program as described in the ABT Executive Recommendation transmitted to Council in April 2005.

Expected Benefits:
Business outcomes: The long term goal of this project is to transform and standardize the county's financial, payroll, human resources and budget business services by implementing consolidated business practices and systems for one core financial system and one core human resources/payroll system, by aligning HR practices and procedures countywide and by standardizing and streamlining operating and capital budgeting. The program will also change and improve business processes for legal compliance, productivity improvements and ad–hoc reporting.

Technical outcomes: Migrate all county employees into PeopleSoft human resource/payroll system. Replace the two accounting systems with Oracle Financials. Select and implement countywide budget system. Implement integration "middleware" including the tools and operations required to share data with these primary business applications. Perform multiple projects to migrate all county agencies to PeopleSoft and Oracle following a phased approach.

Business Outcomes:
Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

The ABT Program has defined its work with the following deliverables or stages:

- Business Case – Justification for initiating the ABT Program. Why should the county undertake this effort?

- High Level Business Plan (HLBP) – Development of Program scope. What business processes will be involved in the program scope and what are the high payback areas? What are the business decisions needed to support the implementation? What are the requirements of a countywide budget system?

- High Level Business Design (HLBD) – How will the business processes be prioritized and implemented? How do current business practices compare with industry best practices; and how are these practices supported in the PeopleSoft and Oracle applications? What budget system will the county implement?

- Detailed Implementation Plan and Cost/Benefits Update – What are the activities, resources and schedule to implement the systems countywide? What are the overall costs and expected benefits? The Detailed Implementation Plan will identify the implementation schedule and approach for countywide implementation and migration of the PeopleSoft HR/Payroll, Oracle Financials and budget system.

- System configuration and migration – Countywide implementation of the PeopleSoft and Oracle systems; and implementation of a countywide budget system as identified in the Detailed Implementation Plan.

A preliminary step to a countywide migration to PeopleSoft HRMS and Oracle Financials is the upgrade of both application systems to their most recent software releases. The ABT Program Office has oversight responsibility over the systems upgrades; and, in the case of the PeopleSoft HRMS Upgrade project, has direct management responsibility.

Other ABT related projects that are managed by the ABT Program Office include:

- MSA enhancement projects (enhancements to a legacy HR/payroll system)
- Human Resource Improvement Project

Project Status/Activity:
The ABT Program has completed the High Level Business Plan phase and is fully funded to complete the Detailed Implementation Plan phase. The King County Council released 2005 ABT funds on September 18, 2006, allowing the ABT Program to move forward in establishing the PMO office and initiate Phase I planning activities (Ordinance 2006-0359). The King County Council released $5,059,194.allowing the ABT Program to complete the Detailed Implementation Planning (DIP) phase activities (Ordinance 20070388).

ABT Program Planning activities:
The four ABT Program Planning milestone deliverables are:
- √   Business Case – **Why** – (complete)
- √   High Level Business Plan (HLBP) – **What** is scope of ABT – (complete)
- √   High Level Business Design (HLBD) – **How** are we going to approach ABT – (completed)
- ►   Detailed Implementation Plan & updated Cost/Benefit Analysis – **Who & When** are we going to accomplish ABT – (in progress)

Efforts are currently underway for the HLBD. The HLBD is scheduled to be complete and ready for governance review Q1 2008 (ref. supplemental document - ABT Program Work Plan Schedule – HLBD v1.0).

PRB Phase Status:
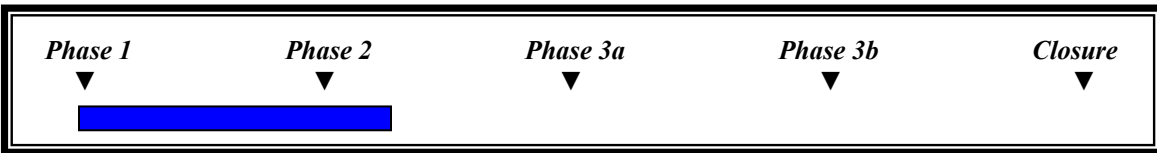
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Program is on track within scope, schedule and budget.

Funding Releases:
D091807-04 - The Board members present approved the release of $5,059,194 for phase II contingent upon Council approval of the supplemental budget request. Total budget appropriation for the project is $9,032,857 of which $92 remains unreleased.

D020607-01 - The Board members approved the release of $452,861 for hardware procurement for phases II - IIIa. Total budget appropriation for the project is $3,596,686 of which $2,043,825 remains unreleased.

D011607-01 - The Board members present approved the release within phase I for $2,356,015 including contingency. Total budget appropriation for the project is $3,973,663 of which $92 remains unreleased. The release was approved upon clarifications to the issues/concerns identified in the project materials provided in support of the funding release request.

D092006-03 - The Board members present approved the release of $1,100,000 for phases II - IIIa of DES – ABT/ PeopleSoft Human Resources & Payroll Application Upgrade. Total budget appropriation for the project is $2,854,347 of which $1,754,347 remains unreleased. The release was approved upon clarifications to the issues/concerns identified in the project materials submitted for the review.

PRB Fund Release approved 02/15/05 for Phases 1 - 3b for $1,617,556 with conditions for the ABT Program. On 9/18/2006, the Council approved the release of proviso funds for the amount of $2,356,015 which is the balance of the ABT Program 2005 budget.

Budget Details: Bond Anticipation Notes to OIRM Capital fund 3771, project #377142.

2007 Supplemental Budget: $5,059,194
2005 Adopted ABT Program Budget: $3,973,663

DES: ADMINISTRATION – MILLIMAN MEDINSIGHT DATABASE

Sponsor(s):	Ron Sims/James T. Buck
Project Manager:	Rachel Quinn
Project #:	N/A
Initial Project Timeline:	September 2006 – September 2009
Actual Project Timeline:	August 2006 – July 2009
Total LTD Appropriated Budget as of 12/31/07:	$1,110,000
Total LTD Expenditures as of 12/31/07:	$660,000
Primary IT Goal	Accountability/Transparency
Project Type	Licensed Service

Project Description:
The King County Council unanimously approved an ordinance on August 28, 2006 to appropriate $1,310,000 from the Employee Benefits Program Fund to expedite a 3-year license by the Puget Sound Health Alliance (the Alliance) to establish a regional database from Milliman, Inc.

Under this project, King County is only procuring access to the Alliance's license; there is no technology involved. King County *will not* be developing, programming, maintaining or building an information technology product. Like the Alliance, King County will have access to the Milliman license, using a password, through a secure portal over the internet. This project is a contractual issue that will be monitored by the Executive Office and the Health Department on the Alliance's compliance with the contract and the Project Review Board (PRB).

Milliman's MedInsight database is an established, integrated data warehousing and reporting tool which was specifically developed for the health care marketplace. The database is regionally focused, with health plan claims data aggregated for more than 2.5 million members in the Puget Sound region including all King County employees. This database is a secure approach that maintains transparency while aggregating data through a third-party data source trusted by employers, health plans, providers and patients – critical elements to producing a useful comparison report.

A license to the Milliman database will ensure that the data are accessible through the world-wide web in a manner that is secure, de-identified and compliant with federal privacy laws. The Milliman data has capacity to fulfill the Alliance's health information technology Phase 2 strategy, and may be a resource for public health and community needs.

As part of the agreement between King County and the Alliance for the database license funding, an Executive designee will be trained and have access to the database to conduct ad hoc analyses for King County. Receiving training and successfully producing ad hoc analyses that inform King County's benefit plan will be performance measures of this project.

Expected Benefits:
The data contained in the Milliman database and regional Community Checkup Reports are critical components of King County's internal health reform initiative. The first of its kind in the nation, this database, and the quality comparison reports it will produce, is the major strategy behind King County's supply-side Health Reform Initiative. Simply put, King County cannot succeed in controlling its health care costs unless the Alliance is successful in measuring and reporting the quality of health care in this region. King County has been the catalyst to an amazing place in history right now. King County is the key member of an organization that is on the verge of transforming our region's health care system for the better. The data that Milliman has offered are needed to reach our internal health reform savings goal as well as to produce savings for our health benefit fund. King County cannot meet its savings goal without this trusted data. By appropriating funds to the Alliance for a license to the Milliman database, King County has the opportunity to produce the savings we have promised and provide high quality, value-based care to our employees and the community.

Business Outcomes:
Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
The project approach has been updated since the project's business case was submitted in July 2006 due to a delay in finalizing data agreement with Alliance members. There are no risks or issues with this revised timeline, and OIRM/PRB has been kept abreast of the revised approach through the submission of monthly reports to PRB by the Alliance.

Below is the updated approach:
July 2006
- Complete contract negotiations between Alliance and Milliman, Alliance and participating organizations contributing data to the Milliman MedInsight database, and the Alliance and King County.
- Work with King County Council to approve database ordinance.
  August 2006
- Alliance Acquire license for MedInsight database.
  Fall 2006 through March 2007
- Finalize data agreements with data suppliers (including King County) and populate database with data from data suppliers
  Summer 2007
- Clean data and share it with data suppliers and providers

Fall 2007
- Submit King County's medical and prescription drug data to Milliman (via Aetna). King County's data was successfully submitted in November 2007.

January 2008
- The Alliance's first Community Checkup Report released on January 31, 2008.

Spring 2008
- Submit updated King County's medical and prescription drug data to Milliman (via Aetna).

July 2008
- The second Community Checkup Report is scheduled to be released by the end of July 2008.

Fall 2008
- The Alliance will begin the data updating process for the third Checkup Report, to be published in January 2009.

On a monthly basis the Alliance completes the PRB Project Monthly Monitoring Report and sends a copy to OIRM.

Project Status/Activity:

Procurement of the database license: The contract between the Alliance and Milliman was completed in September 2006 and access to the database was completed by October 2006. Alliance staff and the King County designee were trained by Milliman staff on September 26, 2007. Staff from Milliman, King County and the Alliance met in November 2007 to clarify King County's expectations of the databases and its uses, and logistical issues of using the database (e.g., how King County's problems with using the database should be rectified).

Public comparison reports: As of the end of February 2008, the first Community Checkup Report was successfully unveiled to the public on January 31, 2008. King County's internal benefits strategy team is currently using the Report to inform King County's health benefit program. The Alliance and Milliman are now working to clean and aggregate data suppliers' revised data submission to populate second Report. If they decide to participate, data suppliers will conduct a validation and reasonableness review during March 2008, and then providers will receive a draft of results by May 2008, in time for the second Report to be published by the end of July 2008.

After the second Checkup Report is published, the Alliance will begin the data process for the third Checkup Report.

King County access to database and ad hoc analyses: King County's designee was trained on the database in September 2007. King County will be able to produce specialized ad hoc analyses in 2008. These analyses, like the Checkup Report, will be used to inform the benefit design and direct the communications and outreach plan for the program.

PRB Phase Status:
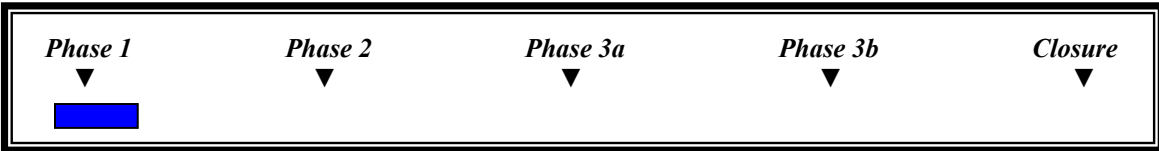
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Program is on track within scope, schedule and budget.

Funding Releases:
D071806-05 - DES - Milliman MedInsight Database is approved as mid-year project with new action item #A071806-04.

Budget Details:
2008 Adopted Budget: $197,000. The Executive will decide shortly whether he will submit a supplemental request for the $200,000 not included in the 2008 adopted budget.
2008 Executive Proposed Budget: $397,000.
2007 Adopted Budget: $397,000; However, according to a proviso in the 2007 Adopted Budget, this $397,000 shall not be spent or encumbered until the executive transmits and council approves by motion, a report that shall address specific issues outlined in the budget proviso. The report and motion were filed at the end of May, 2007 and the funds were encumbered in the Fall 2007.
2006 1st Quarter Omnibus: $516,000

DES: ADMINISTRATION - PC EQUIPMENT REPLACEMENT

Sponsor:	James T. Buck
Project Manager:	Nancy Wickmark
Project #:	376101
Initial Project Timeline:	January 2007 - December 2007
Actual Project Timeline:	January 2007 - December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$ 502,117 revised 2007 (DIS/OIRM combined)
Total 2007 Expenditures as of 12/31/07:	$298,103.96
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
The DES PC Equipment Replacement Plan was developed pursuant to a Council proviso as a pilot for department PC Replacement plans. Funding provides for PC replacements on a recurring, self-funded basis.

Expected Benefits:
The basic outcome is creation of the DES Equipment Replacement Fund in DES. Resultant outcomes of the Replacement Fund are the timely and appropriate replacement of PC's, increased standardization of PC equipment and capabilities, better management of obsolescence and surplus, and reduced inefficiencies due to down time.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
Program staff communicates to DES Finance managers both annually and as needed. Program staff also communicates to DES LAN staff on a quarterly basis. The program calls for an annual physical inventory of equipment and an annual reconciliation between the plan's equipment list and the County's Fixed Asset System (IVIS).

Percentage of Equipment Replaced in 2007: 26.5% (251 replaced in 2007 of a total of 947 in the DES ER Plan as of 12/31/07).

Funding Releases:
Feb 2007 Funding Release: $ 293,460

Budget Details: Balance from various DES agencies to new Internal Service fund 5461.

2008 Adopted Budget: $253,780
2007 Adopted Budget: $502,117 (DES/OIRM IT combined)
2006 Adopted budget: $448,447
2005 Adopted budget: $462,600

DES: FACILITIES - REAL ESTATE PORTFOLIO MANAGEMENT SYSTEM

Sponsor:	Kathy Brown
Project Manager:	Larry Wright
Project #:	377133
Initial Project Timeline:	January 2004 – December 2005
Actual Project Timeline:	January 2004 – July 2007
Total LTD Appropriated Budget as of 12/31/07:	$300,200
Total LTD Expenditures as of 12/31/07:	$271,512
Primary IT Goal	Efficiency
Project Type	Implementation (database)

Project Description:
The REPMS project is a project that began in 2004 and revised in 2005; the project received budget appropriations in both the 2004 and 2005 annual budgets.

The FMD was required by 2001 and 2002 legislative direction to improve real estate portfolio management. The REPMS real estate portfolio management system addresses a need for centralization in the County's real property asset management, as called for by the Properties Expert Review Task force (PERT) in a 2001 report to the County Council. Council accepted the report and adopted its
recommendations.
The Real Estate Portfolio Management system is a software database enabling real estate professional staff in several County Departments to record and track County real property assets. The system was implemented in January 2007, and provided the information base for real estate asset management, for analysis and decision-making over asset retention versus disposition, and for analysis of asset valuation, marketability, and asset costs.

The system allows access to information that previously was not well organized or stored in a centralized manner. It provided a system solution to the lack of a centralized approach to the analysis and decision-making involved in modern real estate portfolio management.

In 2004, the consulting firm of Weston Solutions, Inc. was hired to survey countywide system needs and solutions for portfolio management. The consultant (with a contract not to exceed $75,000) worked with a cross departmental group of real estate staff to define business requirements, perform market research, and recommend a system. The consultant's report recommended, in order: 1) acquisition and implementation of PRISM, an off the shelf system previously developed for an Alabama utility that has been since installed in Huntsville, AL and in other jurisdiction; or 2) a custom developed system. Project total costs for acquisition, installation, configuration, and training for   the PRISM system were estimated at $173,000.

Document imaging for active or historical files (if pursued) was expected to add another $52,200 to this figure. The interdepartmental Real Estate Forum would decide whether this imaging addresses countywide portfolio management needs. After a demonstration and evaluation of the recommended PRISM solution, FMD decided not to purchase the recommended off the shelf solution, but instead engage in custom solution development. The King County Geographic Information System (KCGIS) Client Services Group was hired to do the development in-house.

The system comprises 3 parts: 1) an Input/Maintenance module for data input and edit, residing on user machines as a Windows-based application; 2) a Reporting Module, accessible to users through a King County Intranet web interface; 3) a back-end database. In addition to accessing information from the REPMS back end database, the Reporting Module can access information from the Assessor's database, from DOT-Transit and DNRP-Water Treatment property management databases, and from King County Geographic Information System (KCGIS) data layers. Data in existing (legacy) databases in FMD Real Estate Services were mapped for data conversion and importation. Additional reporting requests are expected to be received from time to time as the system continues to be used by more people in participating departments.

Expected Benefits:
Business outcomes will include:
- Improved efficiency and effectiveness of portfolio management;
- More timely response to inquiries about individual county owned parcels; and
- Enhanced acquisition, disposition, leasing, and other business activities of real property professional staff countywide.
Technology outcomes will include:
- Automation of processes that are purely manual or spreadsheet based at present.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☒ Improves accessibility of public records
☒ Improves accessibility to county services, resources, and/or officials
☒ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☒ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☒ Supports input and feedback related to countywide decisions
Risk Management
☐ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☒ Utilizes open standards
☒ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management

☐ Increases data security
☐ Increases data privacy
☒ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☐ Enhances system reliability
☐ Consolidates hardware/software
☐ Standardizes or streamlines existing operations
Other
☒ Automates processes that are purely manual or spreadsheet based

Project Approach:
FMD originally contemplated use of a commercially available off the shelf software system (PRISM), with customization to interface with existing King County enterprise GIS functionality. When this possibility proved unfeasible during a viewing and demonstration of PRISM functionality, FMD decided to explore, and ultimately decided on the alternative of in-house development of a simple database, linked to that GIS functionality. Costs of this alternative were comparable.

This project entailed in-house development of three system components by the King County Geographic Information System (KCGIS) Client Services group. The three components are: Input/Maintenance Module for data entry and edit (a desktop Windows based application); REPMS Database (written in SQL server and residing on KCGIS enterprise servers); and Reporting Module (KC Web Intranet based application). KCGIS Client Services staff performed all system development functions, including system detailed design and specifications elaboration; system coding; system testing; and system implementation
.

Project Status/Activity:
Project number is 377133. Project completed development and testing phases in December 2006, and the system was implemented in January 2007.

During 2005, the project employed the services of the King County GIS Client Services group to develop detailed requirements and detailed system specifications for the Real Estate Portfolio Management system. Client services staff conducted an extensive series of interviews with stakeholders and system end-users in the Transportation Department (DOT), the Department of Parks and Natural Resources (DNRP), and Department of Executive Services (DES). The project was granted a funding release by the Project Review Board (conditionally dated December 23rd, 2005 but not effective until late January 2006, due to additional information required by OIRM) to expend funds on system coding for the Input/maintenance Module, the back-end REPMS Database, and the Reporting Module. Developmental efforts were also undertaken to enable the Reporting Module to make use of King County Assessor's parcel data, existing data layers in the KCGIS Spatial Data Warehouse, and data in planned standalone local databases in the DOT Transit Division. These tasks were accomplished by the KCGIS Client Services group by year end 2006, along with system unit and integration testing, development of system documentation and user training materials and training. Implementation occurred in January 2007.
.

Project Status/Activity:
At the end of 2006 the REPMS project completed Phase 3b.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
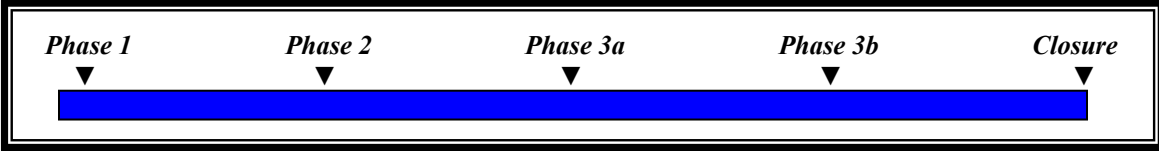
Self Rating:		Project completed.

Funding Releases:

Total appropriated budget was $300,200 of which $30,103 remains unreleased.

Budget Details: Transition fund transfer from CX 10 and a multi-agency allocation was collected with the OIRM Rates to OIRM Capital fund 3771, project #377133.

2005 Adopted Budget: $125,200
2004 Adopted Budget: $175,000

DES: FINANCE - BENEFIT HEALTH INFORMATION PROJECT (BHIP)

Sponsor:	James T. Buck
Project Manager:	Robin Bunkley
Project #:	377143
Initial Project Timeline:	2004 – March 2007
Actual Project Timeline:	January 2005 – June 2007
Total LTD Appropriated Budget as of 12/31/07:	$4,394,355
Total LTD Expenditures as of 12/31/07:	$3,566,647
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
Executive Sims introduced a health care initiative that will require technical tools, not currently in use at the county, to better manage and contain health care costs. The new benefit health plans likely to be offered by the county will provide multiple choices and be too complex to be able to enroll and change health plans with a paper process.   This project is to develop the technical tools that will enable the implementation of the new health benefit plans.   The project will be managed internally and will have technical, business and training phases. The use of outside consultants in combination with county staff is the approach of the project.

Expected Benefits:
Technical outcomes:
- Build or purchase an on-line enrollment system that will provide employees the proper tools to make informed choices about the health plans they select for themselves and their dependents.   The project is successful if employees are able to easily enroll and change their health benefits using a secure Web-based product that is stable and easy to use or an alternative solution such as IVR for those that are unable to use a computer.

Business outcomes:

- Train employees to use the new system. A success measurement of this outcome is that employees that have access to a PC, enroll on-line with a minimum of questions and problems and those that do not have a PC are given access to assistance in enrolling.

Performance measures:
- Timely enrollment into the new benefit plans
- Timely transmittal of eligibility information to the county health vendors
- Accurate deductions for the various pre-tax accounts allowed by the IRS
- Well trained employees that use the new technical tools with ease

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
BHIP will follow a standard project methodology to manage time, cost and scope according to industry best practices.

The team started the project by performing an alternatives analysis and evaluation of open enrollment vendors. A consultant (Mercer Human Resource Consultants) was hired to assist with the vendor analysis for the purchase of the off-the-shelf alternative. The requirements were created by BROS staff, and the BPDP and Benefit Health Information Project (BHIP) teams, and were provided to Mercer. Mercer published a Request for Information (RFI) requesting that benefits open enrollment vendors satisfying the requirements respond with descriptions of their company's products and services. The results of the RFI have been used in the alternatives analysis and in determining the proposed solution – PeopleSoft eBenefits.

The team used a pilot to implement the PeopleSoft eBenefits module. The pilot of the open enrollment tool was conducted in October of 2005 to test the system and the training material and methodology. The pilot provided the team with recommendations on system modifications to enhance the user experience and the value of training for a successful implementation.

Resources for the project will include temporary staff and consultants supported by in-house staff.

Project Status/Activity:
The initial work of this project has begun with the work initiated by Executive Sims with the Health Advisory Task Force. This project will develop health plan designs that will reduce the growth in the cost of providing health benefits to employees by one third.

In 2006 there was a scope change approved to include event driven open enrollment as a part of the BHIP project. Use of contingency funds were approved to cover the additional expense and the completion date of the project was moved out to June, 2007.

Major milestones are:
- Business Case approved – 3/05 - complete
- Pilot conducted– 10/05 - complete
- New wellness assessment vendor implemented – 12/05 - complete
- Rollout wellness assessment – 01/06 - complete
- Complete Pilot analysis – 01/06 - complete
- Implement production hardware – 02/06 - complete
- Setup 2007 medical plans – 02/06 - complete
- Setup dental/vision/life/AD&D/FSA – 03/06 - complete
- Sneak Peek of current benefits – 04/06 - complete
- Test medical plans/modifications – 05/06 - complete
- Wellness Assessment Incentive file returned – 09/06 - complete
- Open Enrollment – 10/06 - complete
- Vendor files transferred – 12/06 - complete
- 2007 new vendors and plans in effect – 01/07
- Wellness assessment transition to BROS – 01/07
- Event Driven Open Enrollment in effect – 06/07

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
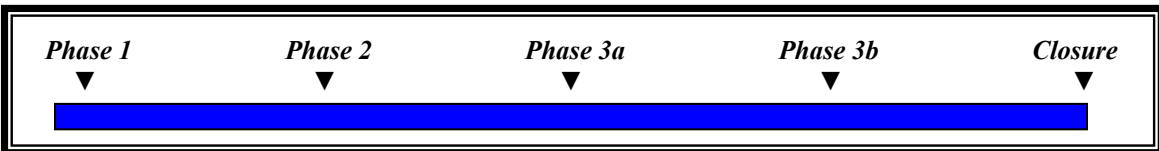
Self Rating:		Project completed.

Funding Releases:
D112106-01 - DES - BHIP: The Board members approved the release of $731,192 for phase IIIb. Total budget appropriation for the project is $4,394,355 of which $180,324 remains unreleased. The release was approved upon clarifications to the issues/concerns identified in the project materials submitted for the review.

D062006-03 - The Board members present approved the release of $1,034,397 for Phase IIIb of the DES: BHIP project with new action item #A062006-02. Total budget appropriation for the project is $4,117,909 of which $635,091 remains unreleased.

D122005-01 - The Board members present approved the release of $738,855 for continuation of Phase IIIa of the DES-FBOD: BHIP project with the new action #A122005-01. Total project budget appropriation is $4,117,930 (Y2004-$187,386 in operations funds; Y2005-$1,802,641; 2006-$2,127,903) of which $1,876,874 remains unreleased.

PRB approved fund release of $738,855for Phase 3a with condition on 12/20/05. This release was made with the condition that the new action item #A122005-01 (see below) is addressed prior to the next funding release request projected for May 2006.

PRB approved fund release of $602,000 for Phase 3a on 3/24/05 with additional $20,000 released from contingency for completion of quality assurance condition.

PRB Approved fund release of $298,000 to begin spending 1/1/05 for Phases 1 - 2.

Budget Details: Double budget with operating fund transfer;
Benefits Operating fund 5500 to OIRM Capital fund 3771, project #377143.
2007 Adopted Budget: $276,425
2006 Adopted Budget: $2,127,903
2005 Adopted Budget: $1,746,027
2004 Mid-year Appropriated Budget: $244,000

DES: FINANCE – MSA ENHANCEMENT PHASE I (ON-LINE)

Sponsor:	James T. Buck
Project Manager:	Nancy Laswell
Project #:	n/a
Initial Project Timeline:	June 2006 to May 2007
Actual Project Timeline:	July 2006 to July 2007
Total LTD Appropriated Budget as of 12/31/07:	$799,097
Total LTD Expenditures as of 12/31/07:	$647,045
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description: This Phase I MSA Enhancement Project will implement strategic improvements in data input and storage for the MSA human resource and payroll system that position the county for migration to PeopleSoft and that provide immediate benefits and enhancement to MSA by streamlining business processes, increasing cost-effectiveness and security, and producing consistent, accurate data.

Expected Benefits: The project will:
- Increase cost effectiveness and improve process efficiency in the MSA payroll system,
- Reduce and potentially eliminate data integrity, quality and management problems by operating and maintaining MSA in conformance with standard vendor practices.
- Securely capture accurate human resources, benefits, payroll and time and attendance data in a timely manner using a standardized process that has the capacity to handle all business-required data elements and that minimizes rework.
- Manage, store and report data in MSA consistent with best management and security practices.
- File each data element in MSA in a separately correctly labeled field and correctly place data in either standard MSA fields or King County custom-designed user segments.
- Align MSA data elements with PeopleSoft data elements to facilitate the future migration to PeopleSoft.
- Train all users on the new input process.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

This project will utilize the following approaches and techniques to complete its work:

- Point 1: This project will use technologies that the county already owns and uses in order to leverage existing investment and knowledge base, while reducing technical complexity.

- Point 2: Meetings will be held with agency subject matter experts and managers to review payroll-related transactions conducted in the MSA system.

- Point 3: Meetings with the HR Cabinet, HR Community Forum and Payroll Forums will be held to discuss MSA Enhancement Phase I project goals and objectives.

- Point 4: Early and ongoing communication and coordination with affected employees and agencies has been identified as a critical success factor for this project. The communication plan will include use of existing forums (HR Community Forum, HR Cabinet, Payroll Forums) as well as email, agency one-on-one interviews and presentations to Operations Cabinet.

- Point 5: A contract will be entered into with GEAC (the vendor) to provide consultant services as needed to complete the system work.

- Point 6: The schedule for the project has been designed to accommodate the MSA technical resource demands of year end business processes.

- Point 7: The standard technology lifecycle will be used and will include a requirements phase, communications and training plan, analysis and design phase, system configuration and development phase, test phase, deployment phase, and project closure phase.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
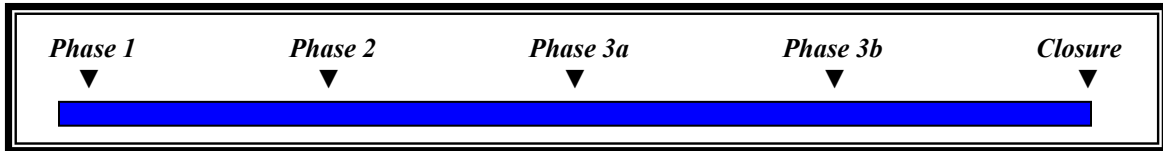
Self Rating:		Project completed.

Funding Releases:

D121906-01 - DES: MSA Enhancement Phase 1: The Board members DES: MSA Enhancement Phase 1: The Board members present approved the release for phase IIIb for $316,354 with the new action item #A121906-01. Total budget appropriation for the project is $799,097 of which $133,183 remains unreleased. The release was approved upon clarifications to the issues/concerns identified in the project materials provided in support of the funding release request.

D102006-01 - DES – MSA Enhancement: The Board members approved via e-mail the release of $160,383 for phase IIIa with the new action item #A102006-01 and condition #A102006-02. Total budget appropriation for the project is $485,654 of which $136,094 remains unreleased.

D062006-04 - The Board members present approved the release of $189,177 for the DES – FBOD: MSA On-Line project with condition #A062006-03. Total budget appropriation for the

project is $485, 654 for 2006 ($313,443 for 2007) of which $296,477 remains unreleased for 2006.

Budget Details:
2007 Adopted Budget: $353,722
2006 Mid-Year Appropriation: $445,375

DES: FINANCE – MSA ENHANCEMENTS- PHASE II (BI-WEEKLY)

Sponsor:	James T. Buck
Project Manager:	Robin Bunkley
Project #:	377199
Initial Project Timeline:	March 2007 to January 2008
Actual Project Timeline:	April 2007 – February 2008
Total LTD Appropriated Budget as of 12/31/07:	$186,000
Total LTD Expenditures as of 12/31/07:	$161,173
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description: King County currently operates two payroll systems, PeopleSoft and MSA. PeopleSoft pays one-third of county employees on a bi-weekly cycle and MSA pays the other two-thirds on a semi-monthly cycle. As a result, the county supports 50 payroll cycles per year. This project will shift the current MSA system and supporting business process from the semi-monthly cycle to a bi-weekly cycle so that it is consistent with PeopleSoft and provides efficiencies and financial benefits that are in line with current industry best practice.

This project is the second of two dependent projects that comprise the MSA Enhancements project that was approved in the county's 2006 Strategic Technology Plan.

Expected Benefits:
> Shifting to bi-weekly will relieve complexity in one significant area of migrating the county to one payroll system. That area is the impact on the employee and operating units as they move from a semi-monthly to a bi-weekly pay cycle model. This will significantly reduce payroll preparation and coordination tasks at several levels. Below are some specific benefits and impacts that are important to take into consideration. The analysis phase of this project will include an in depth study of each impacted area and the solution design and implementation will be geared toward effectively managing the impacts on the stakeholders.

> ▪ *Customer Benefits and Other Impacts*
> There are several stakeholders that could be considered customers of this solution. Agency payroll administrators are one customer – their benefits and impacts are covered under Business Process Benefits and Impacts below. Employees are another customer – their benefits and impacts are covered under Employee Benefits and Impacts below.

> ▪ *Employee Benefits and Impacts*
> The benefit to employees resulting from moving to a bi-weekly pay cycle is predictability based on consistency; consistency in their schedule for reporting their time, consistency in the day of the week that they are paid, and consistency in the number of days in the pay period. Payday will always be every other Thursday, eliminating the occasional three

weekends between paychecks that are experienced with a semi-monthly payroll, and they will always have 10 days represented in their pay period.

In preparation for the transition, employees will receive educational and instructional communications as well as fiscal management consulting support to assist them in understanding their personal financial impacts and in making fact based financial decisions.

In addition to transitional impacts, there are ongoing impacts after the transition is complete. Moving from semi-monthly to bi-weekly pay means that there will be 26 pay periods in a year instead of 24. While the total amount paid for the year is the same, the amount paid per pay check is approximately 8.1% less and there are two more paychecks.

- ***Business Process Benefits and Other Impacts***
The business processes supporting the MSA payroll will be changed to operate on a different schedule. None of the delivery methods, such as time reporting documents will be changed. They will just be integrated into a work flow and schedule that supports bi-weekly pay processing.

The operational procedures that are performed by FBOD central payroll operations will be refined and standardized in order to take advantage of the schedule benefits of a bi-weekly cycle. This refinement in workflow will offset the impact of the additional two pay cycles each year. Payroll Operations staff will be better positioned to schedule workload across weeks and across holidays.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support
- ☒ Provides tactical agency operational improvements
- ☒ Aligns with the Strategic Technology Plan

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software

- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach: MSA Bi-weekly will be accomplished by applying updates to existing MSA system code by KC support staff. The Project Plan will be developed in Q2 2007. The Plan will be focused on deliverables that can be achieved by the end of 2007. A typical project development lifecycle will be followed.

Project Status/Activity:
Time Capture RFP has been delayed for the selection of the ABT Detailed Implementation Planner (DIP) and Systems Integrator (SI). March is scheduled date forgetting the DIP vendor and SI on board. Time Capture RFP has been delayed waiting on input from the newly selected SI.

The MSA Bi-Weekly Project will be rolled into the ABT Program for coordination and execution with the PeopleSoft implementation. No further funding is required.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D041707-08 - The Board members present approved the release of $180,500 for phase II. Total budget appropriation for the project is $1,656,438 of which $1,475,938 remains unreleased.

Budget Details:
2008 Project Funding – disappropriation: ($1,475,938)
2007 Operating Budget: $5,500
2007 Adopted Budget: $1,656,438

DES: FINANCE – PEOPLESOFT UPGRADE PROJECT

Sponsor:	James T. Buck
Project Manager:	Kay Edmiston
Project #:	377197
Initial Project Timeline:	10/1/06 – 10/31/07
Actual Project Timeline:	10/01/06 – 12/31/07
Total LTD Appropriated Budget as of 12/31/07:	$3,596,686
Total LTD Expenditures as of 12/31/07:	$2,109,219
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
King County Department of Executive Services is upgrading its existing PeopleSoft HRMS system to HCM version 8.9. The purpose of this work is to upgrade PeopleSoft HRMS Applications, PeopleTools, PeopleSoft Third Party Products and the underlying Oracle database to current and supported versions. It will incorporate all customizations, migration of all data to the new version, consolidate BHIP and PeopleSoft 8.9 into the new version, and provide training for users, functional analysts and technical analysts. Additional objectives include: Developing a repeatable strategy which can be used for subsequent upgrades and eliminating and/or simplifying King County modifications as appropriate.

Expected Benefits:
- Upgrading the PeopleSoft system will allow the county to continue to meet tax and regulatory requirements included in Oracles support agreement.
- The hardware and system software platform that the current PeopleSoft version operates on is expensive to support because of a high proliferation of operating system versions and hardware models. The majority of the current hardware was at end of life in 2006.
- The county currently operates two separate PeopleSoft systems on different release levels i.e. BHIP runs on release 8.9 and Payroll/HR under release 8.0. This project will consolidate both under 8.9 the most current release running on new consolidated technical environment

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☒ Maintains vendor support of 3rd party systems

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

The project will be conducted following PeopleSoft standard practices and the vendor's upgrade methodology. The team will be staffed with expert functional and technical loan-in resources from the PSSD group. The project manager is assigned full time. The vendor staff will provide Oracle DBA, as well as functional and technical 8.9 upgrade expertise.

Project Status/Activity:

Completed in 2006
- Project initiation and planning
- Consultant vendor selection
- Project team selection

To be completed in 2007
- Vendor contract agreement
- Infrastructure build and certification
- Functional and technical specifications complete
- Customizations analysis/migration
- Payroll & HR upgrade to release 8.9
- BHIP consolidation with Payroll & HR
- Testing complete
- End users training
- Cut-over to production
- Post production stabilization

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
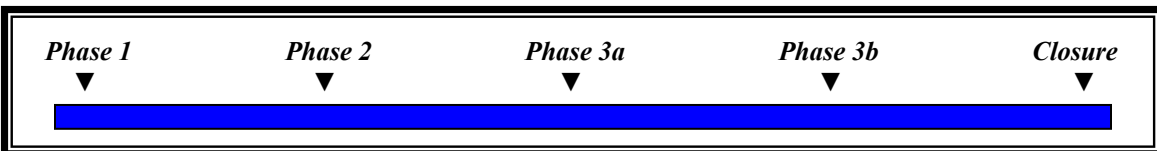
Self Rating:		Project completed.

Funding Releases:
D082107-01 - The Board members present approved the release of $702,038 for phases IIIb and IV. Total budget appropriation for the project is $2,854,347 of capital funds of which $599,448 remains unreleased. The project has identified/reported operating 'loan-in" funds of $742,339.

D020607-01 - The Board members approved the release of $452,861 for hardware procurement for phases II - IIIa. Total budget appropriation for the project is $3,596,686 of which $2,043,825 remains unreleased.

The Project Review Board members present on Sept 20, 2006 approved the release of $1,100,000 for phases II – IIIa. Total budget appropriation for the project is $2,854,347 of which $1,754,347 remains unreleased.

01/31/07 - Conditional Action Item released$452,861 for hardware purchase.

Budget Details:
The funding source for the project is capitol fund 3771. The project number used to track project expenditures and compliance with approved budget is 377197 and cost center number 1913.

2007 Adopted Budget: $742,339
2006 Mid-Year Appropriation: $2,854,347

DES: FINANCE - PSERS IMPLEMENTATION

Sponsor:	Ken Guy
Project Manager:	Cindy Lee
Project #:	377162
Initial Project Timeline:	March 2005 – September 2006
Actual Project Timeline:	March 2005 – February 2007
Total LTD Appropriated Budget as of 12/31/07:	$368,925
Total LTD Expenditures as of 12/31/07:	67,770.84
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
This project satisfied a Washington State mandate (Chapter 41.37 RCW) to implement a new Department of Retirement Systems (DRS) retirement plan: Public Safety Employee Retirement System 2 (PSERS 2). The project involved a technical and business component. In addition, this project satisfied a Washington State mandate (Substitute House Bill 2691 regarding Chapter 2.14 RCW) to implement a new Department of Retirement Systems (DRS) retirement program: Judicial Benefit Multiplier (JBM). The project involved a technical and business component.

The technical components achieved:
- Developed new configurations in the county's two payroll systems, MSA/PeopleSoft and retrofit the King County Retirement Reporting System with the reporting requirements of the new plan. The project included modifications to existing code in the three above-mentioned systems including downloads into the reporting system, and all testing up to and including acceptance testing with DRS.

- To minimize training costs, the project used existing technical staff familiar with the three above-mentioned systems. The benefit in using existing staff was their knowledge of the systems; however, this presented the challenge and potential risk on the part of existing staff that managed competing demands between on-going production and new development. To mitigate the potential risk, the project lasted approximately 3 months longer, which required a salary increase for the project manager. The added cost for this position allowed more than ample time for the analysts to make the necessary modifications to the systems while still meeting their production demands.
- The alternative to this approach would have been to hire a PeopleSoft and MSA analyst to develop the modifications, which might have reduced the project timeline by three months but would have also created a greater potential for risk on the project due to the knowledge transfer necessary between existing technical staff and temporary developers. The cost of this caliber of staff waiting for production staff availability would have ultimately had the potential of increased costs and risk to the timeline.

The business components achieved:
- Identified the population of employees affected by the new plan, developed a communication and training plan and approach, conducted on-site visits at all locations and during all shifts to educate and communicate with the affected employees and assisted them during the new pension plan election period (helped them transfer).
- Developed procedures to monitor the new plan and trained the HR and Payroll staff in the field on the process to monitor the employees participating in the plan.

Expected Benefits:
The technical outcome of the project was to make the necessary modifications to existing systems that will enable the county to comply with the state's mandate to implement a new retirement plan by June 2006.

The business outcomes of the project was to correctly identify the job classifications and employees in those classifications that are impacted by the new plan, develop procedures to train and monitor employees in the field that have HR and Payroll responsibilities for employees impacted by the new plan and conduct training and education for impacted employees.

Performance Measures:
- Timely enrollment of eligible employees into the new retirement plan, PSERS 2.
- Monitor on-going positions for eligibility in either PSERS or PERS 2 (PSERS is a dual membership plan and employees could potentially transfer into positions that are PERS 2 and the county is liable to monitor the employment activity of each classification in PSERS 2.
- Timely enrollment of eligible employees into the new retirement program, Judicial Benefit Multiplier (JBM).

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process

      ☐ Supports input and feedback related to countywide decisions
Risk Management
      ☐ Intended to improve security and provide legally mandated services and basic
      operations support
Other
      ☒ Fulfill regulatory requirements
      ☐ Provide tactical agency operational improvements
      ☐ _____

Technical Outcomes:

Increases architectural flexibility
      ☐ Utilizes open standards
      ☐ Employs web-based technologies
      ☐ Utilizes commercial off the shelf software
      ☐ Leverages and/or extends integration architecture
Improves data management
      ☐ Increases data security
      ☐ Increases data privacy
      ☐ Improves data accuracy
      ☐ Reduces data redundancy
Improves technology operations
      ☐ Enhances system reliability
      ☐ Consolidates hardware/software
      ☐ Standardizes or streamlines existing operations
Other
      ☐ _____

Project Approach:

Technical – Hired a project manager to develop a plan and monitor scope, schedule and budget.
The technical components of the system followed best development and testing practices. The
project manager ensured that the modifications were timely and properly tested.

Business – The project manager and business analyst, a loaned staff member from another
department and attorney from the Prosecuting Attorney's Office, worked to develop the business
practices and training/education components necessary for managing the new plan, and made
site visits covering all shifts of the impacted staff to explain what the new plan offered.
Employees impacted by this new plan had a one-time option of transferring to the new plan.
They were properly advised and able to make an informed decision.   This new plan was
supported by their unions, so it went well for the county to adequately identify and educate the
impacted employees.   This project was designed to use a minimum of term limited resources
and rely on existing staff to the extent possible without jeopardizing on-going production.

Project Status/Activity:

Project will be complete with close-out in February, 2007 when the Department of Retirement
System's requirements have been met. A change to the scope was approved to include work on
the Judicial Benefit Multiplier project that began in November, 2006 - with all communications
and technical deliverables met by February 23, 2007 (hand-off to BROS existing staff to monitor
election period to December 31, 2007).

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
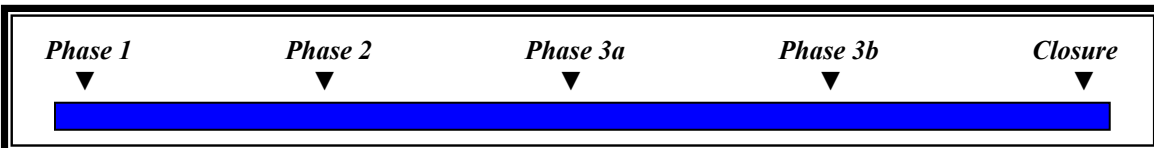
Self Rating:		Project is completed.

Funding Releases:
D022106-02 - The Board members present approved the release of $220,000 excluding $33,000 of contingency for the Phases I-V of DES-FBOD: Public Safety Employee Retirement System 2 (PSERS 2), with the new action item #A022106-02. Total project budget appropriation for the project is $368,000 of which $148,000 remains unreleased.

Budget Details: OIRM Capital fund 3771, project #377162.

2005 Adopted Budget: $368,925

DES: FMD – FMD CONSTRUCTION PROJECT MANAGEMENT SYSTEM

Sponsor:	Kathy Brown
Project Manager:	Leslie McLean
Project #:	377192
Initial Project Timeline:	March 2007 – August 2008
Actual Project Timeline:	March 2007 – July 2008
Total LTD Appropriated Budget as of 12/31/07:	$263,646
Total LTD Expenditures as of 12/31/07:	$6,806.25
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
FMD's Capital Planning and Development (CPD) section currently uses a variety of different tools to manage capital improvement projects (CIP projects) and track performance measures of the section, including standard desktop MS Office suite applications, MS Project,, the County's ARMS financial system, and a host of purely manual means. The typical project load is 200 – 300 projects per year, with a combined budget ranging from $60 - $80 million. This work is managed by 16 -18 project managers. Due to the volume of projects, multiple desktop applications, and management styles of individual project managers, FMD has recognized a need for improvement in the following areas:
> Document Control
> Standardization of Processes/Systems
> Team Collaboration
> Report Generation
> Project Tracking

This project will ultimately purchase a commercial off the shelf software solution that will provide a centralized, web-based system utilizing a single database to manage the above items.

Expected Benefits:
FMD expects that acquiring and implementing a COTS construction project management system will standardize current business processes, enable collaboration and information exchange by all project team members, and improve timely decision making. Standardized FMD processes will result in more consistent project delivery. Team collaboration on projects will benefit the decision making process and allow client agencies rapid, direct access to project information.

The system will offer the benefit of improved communication between project managers at King Street center, those in the Administration building, and CIP stakeholders in other locations, through the use of Web collaboration functionality. This functionality will result in less e-mail transmissions pertaining to projects, lower associated storage space needs, and consequently a more efficient use of network "bandwidth" among these users.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
Selection and implementation of an off-the-shelf vendor software solution.

Project Status/Activity:

New project in 2007. Anticipate requesting release of funds for a consultant analysis in March 2007 from the PRB.

PRB Phase Status:
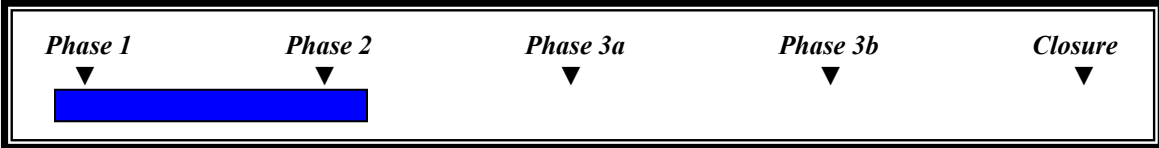
Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
D041707-06 – The Board members present approved the release of $40,000 for phase II. Total budget appropriation for the project is $143,646 of which $103,646 remains unreleased.

Budget Details:

2008 Adopted Budget: $120,000, CX funds
2007 Adopted Budget: $143,646

DES: FMD – SO-DAJD FMD Radio System Enhancement

Sponsor:	Kathy Brown
Project Manager:	Mike Lozano
Project #:	377194
Initial Project Timeline:	March 2007 - December 2008
Actual Project Timeline:	August 2007 – January 2008
Total LTD Appropriated Budget as of 12/31/07:	$202,560
Total LTD Expenditures as of 12/31/07:	$28,625.62
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
This project will document the existing radio communication "dead spots", and develop a plan, cost estimate and implementation schedule for installation of equipment to eliminate the "dead spots" in the Courthouse, Administration Building, Yesler Building, Parking Garage, King County Correctional Facility, Youth Service Center, New Office Building, and the Regional Justice Center

Expected Benefits:
Radio communications between police, detention officers and security personnel will be complete and un-interruptible. Reduce the potential liability of life-safety emergencies caused by disrupted radio communications.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☐ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☐ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions

☐ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions

Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support

Other
☒ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:

Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture

Improves data management
☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other
☐ _____

Project Approach: The consultant conducted a radio frequency site survey to determine those spaces within the facility that lacked acceptable radio communication levels. With this survey information, the consultant will then develop a Distributive Area Network (DAN) schematic plan which will provide adequate radio communication in those areas.

Project Status/Activity: Because of limited approved funds, a radio frequency site survey was conducted at the King County Correctional Facility, only. Existing funding will also allow for a schematic plan for that area. Funding is not available for the next phases of the project for the King County Correctional Facility; construction documents and the construction of the Distributive Area Network plan or for work on any of the remaining areas.

PRB Phase Status:
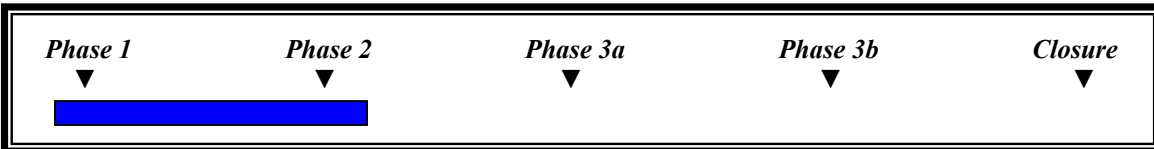
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D041707-07 - The Board members present approved the release of $127,560 including $11,314 contingency for phase II with new condition A041707-03. Total budget appropriation for the project is $127,560 of which $0 remains unreleased.

Budget Details:
2008 Adopted Budget: $75,000
2007 Adopted Budget: $127,560

DES: OEM – E-911 DATABASE SYSTEM UPGRADE

Sponsor:	James T. Buck
Project Manager:	Marlys Davis
Project #:	377150
Initial Project Timeline:	January 2005 – December 2006
Actual Project Timeline:	January 2005 – February 2008
Total LTD Appropriated Budget as of 12/31/07:	$2,828,192
Total LTD Expenditures as of 12/31/07:	$83,680
Primary IT Goal	Customer Service/Accessibility
Project Type	Implementation

Project Description:
The E-911 Automatic Location Identification (ALI) Database system is the system that provides for the display of a 911 caller's name, telephone number, and location information at the Public Safety Answering Points (PSAPs) along with the 911 call. Currently, the ALI Database system operates at very low speed, and with increasing call volumes at the PSAPs, the delivery of the ALI data is slowing the ability of the call takers to process 911 calls. In addition, the current data standard used for ALI data and the interface for telephone companies to submit ALI data is a unique standard which is not used outside E-911 for data exchange. The result is the lack of necessary data fields for wireless 911 and other technologies, and increased difficulty and cost for telephone companies to exchange their data.

The E-911 business plan specifies the policy of working to maintain the continued effective operation of the E-911 System to ensure that high quality enhanced 911 service is provided to the public, regardless of the technology used to make and transmit the 911 call. The current ALI data standard interferes with meeting this goal by not providing all of the necessary data fields, especially for wireless 911 services, and by making it more costly and difficult for service providers to exchange information.   In addition, state law requires that counties provide E-911 service to the public. In order for the same level of E-911 service to continue to be provided to the public, the ALI database system must be upgraded to meet the needs of modern telecommunications technology. There is no state funding available to assist with this project. There are federal 911 bills pending in Congress, and if any of these bills pass and funding from the federal government becomes available, the E-911 Program Office will apply for funds for this project.

This project will upgrade the existing E 911 ALI Database system, which is a tariffed service provided by Qwest, and will be ordered as a service from Qwest.

Expected Benefits:
This project will convert the ALI data and data exchange interfaces to the XML data standard, eliminating the problems stated above. The additional fields required for wireless 911 service,

and other technologies such as VoIP, will be included. Hardware and software changes will be made to the PSAP E-911 equipment to enable the receipt and display of the XML data. The data delivery network will be upgraded to increase the speed of data delivery to the PSAPs.

The E-911 Program Office performance measures include reporting on the speed of answer of 911 calls and on the number of 911 calls that receive a busy signal. This project will speed the delivery of ALI data to the PSAPs and provide them with more data to assist them in more efficiently handling the 911 calls, both of which should positively impact the performance measures.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
This first phase of this two-year project completed in June 2006 upgraded the network used to deliver the data to the PSAPs. The development of the new ALI data system that meets the national 911 XML data standard has been completed. The remainder of this two-year project

was specified, and additional funding was obtained in the 2006 budget for the completion of this project.

Project Status/Activity:
Phase 1, completed in June 2006, and included the design and implementation of the new ALI data delivery network.

Phase 2, which includes conversion of the ALI data and data exchange interfaces to the XML data standard, began design in mid-2005 when the data exchange protocols were completed, and will be implemented in late 2006 and 2007.

Phase 3 will include the E-911 equipment hardware and software upgrades to enable the receipt and display of the XML data, and the interface to PSAP Computer Aided Dispatch systems, began design in late 2005, and will be implemented in 2007.

The existing ALI Database system is slowing down the processing of 911 calls, lacks data fields necessary for wireless E-911 service, does not have the capability of dealing with VoIP data, and does not effectively interface with modern telecommunications technologies. The national E-911 standards groups have developed an XML data standard that resolves these issues, and King County must move forward with upgrading to the new data standard in order to continue to provide effective E-911 service to the public. The effect of not upgrading to the new data standard would be increased call processing times at the PSAPs, caused by slow data delivery and the lack of data. This would require the addition of equipment and staffing at the PSAPs in order to maintain the current level of E-911 service to the public.

PRB Phase Status:
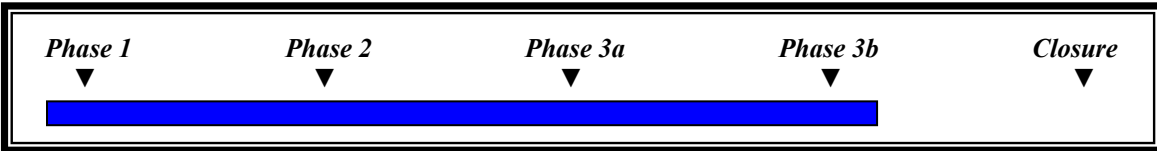
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D032106-02 - Board members present approved the funding release of $1,315,032 including contingency of 10% for Phase IIIb of the DES: OEM E-911 Database System Upgrade project, with the new action items A032106-03 and A032106-04. Total project budget appropriation is $2,828,192 of which $1,056,440 remains unreleased.

PRB Fund Release approved 01/18/05 for Phases 1 - 3 for $456,720.

Budget Details: Double budget with operating fund transfer; E-911 Operating fund 1110 to OIRM Capital fund 3771, project #377150.
2006 Adopted Budget: $2,371,472
2005 Adopted Budget: $456,720

DES: OEM – E-911 EQUIPMENT UPGRADE PROJECT

Sponsor:	Jeff Bowers, Acting Director, Office of Emergency Management
Project Manager:	Marlys Davis
Project #:	377211
Initial Project Timeline:	January 1, 2008 - December 31, 2008
Actual Project Timeline:	Not started
Total LTD Appropriated Budget as of 12/31/07:	$2,604,281
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Customer Service/Accessibility
Project Type	Implementation

Project Description:

Since Enhanced 911 technology was invented for wire line telephones and began to be implemented in the 1980s, there have been many changes and advancements to the service driven by new telecommunications services. King County was one of the first communities to implement an Enhanced system in 1985, and has remained at the forefront of providing advanced services since that time. Given that King County is the 12th most populated county in the nation, and that our area is technologically progressive, we are traditionally one of the first markets in which new telecommunications technologies are introduced. As a result, our E-911 system must attempt to continue to advance to provide service to users of these new technologies. Our policy has been to ensure that E-911 service is provided to the public regardless of the technology used to make and transmit the 911 call.

The latest technology that has been developed is Voice over Internet Protocol (VoIP). There are already many people who have switched their home service from wireline to VoIP, and this technology is expected to eventually replace the wireline telephone networks. There are already over 400 VoIP service providers offering service, and 2.5 million people have switched to VoIP service. In addition, many people are choosing to use personal data devices as their primary form of communication, including people who are deaf or hard of hearing. Another technology advancement is the addition of cameras and video to cell phones. Automatic Collision Notification (ACN) systems, such as OnStar, are becoming more advanced and are capable of providing critical data about vehicle accidents. The public expectation is that all of these various types of devices be able to call 911 and interface to the E-911 system.

In response to this trend, the national 911 associations and other national standards bodies have been working to develop advancements in E-911 systems to ensure that 911 service is available to users of these new technologies. The advanced 911 service has been named "Next Generation 911", or NG911. King County has already been making enhancements to the E-911 system in preparation for this new service. With the E-911 Database System Upgrade project, King County will be the first E-911 system in the nation with the advanced database structure needed for NG911. The E-911 GPS Location of Addresses project provides upgrades to the E-911 mapping system that are necessary to support NG911 caller location requirements. Several years ago, the E-911 call answering positions at the Public Safety Answering Positions (PSAPs) were upgraded to computerized displays, and these displays will also serve NG911 needs. Eventually, the E-911 network will be upgraded to IP telephony. In preparation for this new network, the E-911 backroom equipment on which the 911 trunks terminate must be upgraded. Positron, the current E-911 equipment vendor, has developed a product called "Voice over IP for Emergency Response", or VIPER. VIPER upgrades the E-911 equipment at the PSAPs to prepare for the new 911 standards that are being developed for NG911. VIPER was built based on open industry

protocols, designed with enhanced reliability for 911 service, integrates with the existing answering position equipment at the PSAPs, and will allow King County to transition to an IP 911 network as national NG911 standards are developed. VIPER is adaptable to the various technologies that could be used to report emergencies in the NG911 environment, such as VoIP, Wireless, Short Message Service (SMS), and e-mail. In addition, the receipt of data in the form of pictures, video, and ACN information will be possible.

Expected Benefits:
The ability of the VIPER to interface to an IP 911 network, so the E 911 system is able to move forward with NG911 service as those service standards are completed.   VIPER was built based on open industry protocols, is designed with enhanced reliability for 911 service, and integrates with the existing equipment at the PSAPs. VIPER is adaptable to the various technologies that could be used to report emergencies in the future.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
This advanced E-911 equipment will be purchased through Qwest under the existing Master Agreement for E-911 equipment. Work to prepare for this project is already underway in 2007. A test system will be installed at the Test PSAP at the E-911 Program Office to allow for thorough testing before the equipment is installed at any of the live PSAPs. A schedule to determine the order of installation at the PSAPs will be developed after the testing has been successfully completed. The installations at the 13 PSAPs will be completed in 2008.

Project Status/Activity:
New project

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
■				

Self Rating:	■	Project is new and not started in 2007. This also includes projects that have begun but have not yet had a funding release approved.

Funding Releases: None.

Budget Details:
2008 Adopted Budget: $2,604,281; Budget Fund 3771, project 377211

DES – OEM: GPS LOCATION OF ADDRESSES

Sponsor:	James T. Buck
Project Manager:	Marlys Davis
Project #:	377151
Initial Project Timeline:	January 2005 – December 2006
Actual Project Timeline:	January 2005 – December 2007
Total LTD Appropriated Budget as of 12/31/07:	$1,376,000
Total LTD Expenditures as of 12/31/07:	$1,376,000
Primary IT Goal	Customer Service/Accessibility
Project Type	Implementation

Project Description:
Currently, 46% of 911 calls are made from wireless phones, and this percentage keeps increasing every year. In addition, many people are giving up their traditional wired phone at home and use only a wireless phone. Currently, caller locations are identified as a latitude/longitude location, and there is no association of the caller's location with an actual street address. As more wireless 911 calls come from homes, and as these are the only phones available for children and others in the home to use to call 911, it is becoming critical that caller locations are associated with individual addresses. In addition, Voice over Internet Protocol (VoIP) technology is expected to become widespread, and these locations will likely be presented as a latitude/longitude similar to wireless. In order to accomplish the address association in the mapping system, the addresses throughout King County must be GPS located. This will allow the call takers at the Public Safety Answering Points (PSAPs) to more quickly identify the location of

the 911 caller, and will allow for the dispatch of police and fire responders to a specific address rather than a general area.

The Federal Communications Commission (FCC) requires the wireless carriers to provide the latitude/longitude locations of wireless 911 callers to the PSAPs. It is the responsibility of the counties to convert the latitude/longitude into a location that is usable at the PSAP. The E-911 Program has installed an E-911 mapping system at the call answering positions at the PSAPs that displays the latitude/longitude location provided by the wireless carriers on a map. This shows the call taker the general area the call is coming from, but does not provide a specific address. Traditional wireline 911 calls display the exact address the call is coming from, and it is possible to dispatch police and fire responders to the specific address. Currently with wireless 911 calls, the dispatcher is only able to send responders to the general area shown on the map and described by the caller, and the lack of a specific address to dispatch to is slowing the time to dispatch, and the time it takes the responders to locate the caller. When the wireless 911 call is coming from an address as opposed to on a street, this project will allow the specific address associated with the latitude/longitude provided by the wireless carrier to be identified to the call taker.

The E-911 business plan specifies the policy of working to maintain the continued effective operation of the E-911 System to ensure that high quality enhanced 911 service is provided to the public, regardless of the technology used to make and transmit the 911 call. In addition, state law requires that counties provide E-911 service to the public, without specifying any different rules for providing service to wireless 911 callers. Given the increase in the number of wireless 911 calls and in the number of homes that use a wireless phone as the only phone service, in order to continue to provide high quality E-911 service within the system speed of answer requirements, the association of the latitude/longitude of wireless 911 calls with specific addresses must be implemented.

There is no state funding available to assist with this project. There are federal 911 bills pending in Congress, and if any of these bills pass and funding from the federal government becomes available, the E-911 Program Office will apply for funds for this project.

Expected Benefits:
This project will increase the accuracy of the E-911 Mapping system at the PSAPs. This mapping system is used to identify the location of wireless 911 callers on a map at the call answering positions. Currently, caller locations are identified as a latitude/longitude location, and there is no association of the caller's location with an actual street address. In order to accomplish the address association in the mapping system, the addresses throughout King County must be GPS located. The vendor will determine the GPS address locations either through the use of existing orthophotography, or by physically visiting the address. Once the data is obtained, the vendor has software which allows the data to be directly downloaded into the existing E-911 mapping software. A software upgrade will be done that will enable the software to perform a search of address GPS locations on the latitude/longitude provided on each wireless 911 call to look for a match, and then display both the latitude/longitude and the associated address on the E-911 map at the call answering positions at the PSAPs.

The E-911 Program Office performance measures include reporting on the speed of answer of 911 calls and on the number of 911 calls that receive a busy signal. This project will speed the identification of wireless 911 caller locations by the PSAPs and provide them with more location data to assist them in more efficiently handling the 911 calls, both of which should positively impact the performance measures.

Business Outcomes:

Efficiency

☐ Offers a positive return on investment (ROI)

☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service

☐ Improves accessibility of public records

☐ Improves accessibility to county services, resources, and/or officials

☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions

☐ Makes decisions and decision-related materials more easily available

☐ Supports ability to track long-term outcomes

☐ Supports visibility into the decision process

☐ Supports input and feedback related to countywide decisions

Risk Management

☐ Intended to improve security and provide legally mandated services and basic operations support

Other

☐ Fulfill regulatory requirements

☐ Provide tactical agency operational improvements

☐ _____

Technical Outcomes:

Increases architectural flexibility

☐ Utilizes open standards

☐ Employs web-based technologies

☐ Utilizes commercial off the shelf software

☐ Leverages and/or extends integration architecture

Improves data management

☐ Increases data security

☐ Increases data privacy

☐ Improves data accuracy

☐ Reduces data redundancy

Improves technology operations

☐ Enhances system reliability

☐ Consolidates hardware/software

☐ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach:

This will be a two-year, four-month project to be completed in 2005 – April 2007. The E-911 Program intends to contract with the existing E-911 mapping vendor to GPS locate all addresses in King County. The vendor has a system that allows addresses to be GPS located, either through the use of existing King County orthophotography or by physically visiting the address, and these GPS address locations will then be downloaded into the existing E-911 mapping software. The vendor's software then provides for a link between the latitude/longitude locations provided by the wireless carriers to the GPS location of an address, and will display both the latitude/longitude and the associated address on the map at the 911 call answering positions at the PSAPs. Since the existing mapping vendor is the only vendor who can directly download GPS address locations into the existing E-911 mapping software, and has the capability of obtaining some of the GPS address locations from existing orthophotography, reducing the cost of obtaining this information, the E-911 Program Office has identified no alternatives that would work as efficiently and at the same cost as the service this vendor can provide.

The project added one FTE to work with the mapping vendor to assist in gathering necessary data from address locations which will not be physically visited by the mapping vendor. Once this project is complete, this FTE will be responsible for obtaining the locations and other data for any new addresses to ensure that the mapping data is kept current.

Project Status/Activity:
The vendor has projected that this will be a two-year project, given the substantial number of addresses in King County. The project will start with vendor set-up, which includes obtaining office space, approximately 20 staff, and vehicles for the project. Once this is complete, the obtaining of GPS address locations and the loading of the data into the E-911 mapping system will begin. The software upgrade to the existing mapping software is scheduled for completion in early 2007.

The effect of not providing this service would be an increasing number of 911 calls for which an address location is not available. This would result in increased call processing times at the PSAPs due to the lack of specific location information.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
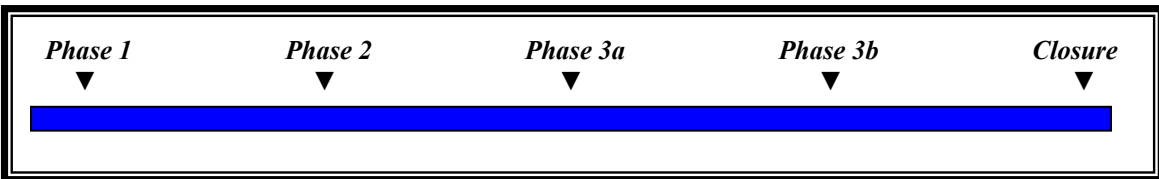
Self Rating:		Project completed.

Funding Releases:
- PRB Fund Release approved 01/18/05 with conditions for Phases 1 - 3 for $1,240,675. The conditions were met on 02/24/05.

Budget Details: Double budget with operating fund transfer; E-911 Operating fund 1110 to OIRM Capital fund 3771, project #377151.

2005 Adopted Budget: $1,240,675
2005 Operating: $135,325

DES: REALS – ELECTRONIC REAL ESTATE EXCISE TAX SUBMISSION AND PROCESSING (EREET)

Sponsor:	Jim Buck
Project Manager:	Robert Foote
Project #:	377184
Initial Project Timeline:	October 2006 – March 2007
Actual Project Timeline:	October 2006 – June 2008
Total LTD Appropriated Budget as of 12/31/07:	$150,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
The project will implement electronic document submission of real estate transactions - excise Tax Affidavits and the associated conveyance documents. Electronic submission has been successfully used for non-conveyance document recordings since August of 2004. This project will build on that success.

Expected Benefits:
The goal of the eREET is to:

- Dramatically enhance and improve the existing task of processing excise tax affidavits and the associated conveyance documents (Deeds to properties)
- Automate the process of presenting the Real Estate Excise Tax information to the State of Washington, Department of Revenue.

The existing process is exclusively by paper. The objective is to make daily processing of and subsequent distribution of excise tax information and the associated conveyance documents more efficient, timelier and more accurate while keeping with State requirements.

Business Outcomes:
Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other

☒ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:

Partnership with the vendor that provides the current software for enhancements.

Project Status/Activity:
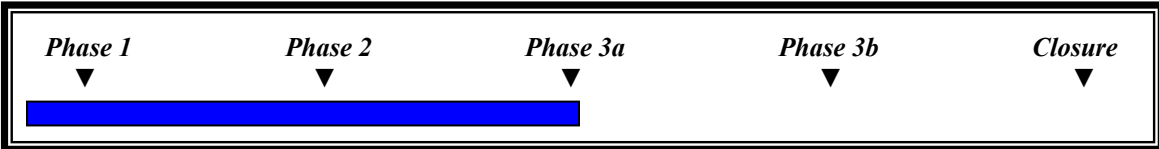
PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D092006-02 - The Board members present approved the release of $125,000 for phases I – V of DES - Electronic Real Estate Excise Tax (eREET). Total budget appropriation for the project is $150,000 of which $25,000 remains unreleased. The release was approved upon clarifications to the issues/concerns identified in the project materials submitted for the review.

Budget Details:

2006 Adopted Budget: $150,000

DES: REALS –ELECTRONIC RECORDS MANAGEMENT SYSTEM (ERMS)

Sponsor:	James T. Buck
Project Manager:	Gregory Trosset
Project #:	377173
Initial Project Timeline:	2/01/2006 – 12/31/2010
Actual Project Timeline:	4/24/06 - 12/31/2010
Total LTD Appropriated Budget as of 12/31/07:	$3,002,772
Total LTD Expenditures as of 12/31/07:	$592,944
Primary IT Goal	Efficiency/Compliance
Project Type	Implementation

Project Description:
This project will implement a countywide electronic records management system (ERMS) for the management and preservation of electronically generated public records.   The scope of the project encompasses Public Records created on individual user's workstations, digital imaging of Public Records created in paper format, web records, implementation of a physical records management module and migration of the County Records Center inventory database for the management of hard copy records in inactive storage, importation of electronic Public Records created on third-party systems, and a digital imaging program for the King County Archives.

Expected Benefits:
- Compliance with RCW 40.14 for all Public Records, regardless of method of creation.
- A single source to turn to for providing administrative electronic records in response to public disclosure or discovery requests.
- An eventual reduction in hard copy public records storage requirements.
- Integration with preservation and accessibility of long-term or archival electronic records.
- Isolation of records identified as essential to facilitate business continuity in the event of a disaster.
- The ability to apply standard practices for managing electronic records across the County.
- Dramatically improved accountability for services provided by King County.
- A decrease in the time spent managing electronic Public Records.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☒ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:
The ERMS was selected through an RFP process, selecting Computer Associates, a vendor with an off-the-shelf Records Management Application which has been certified by the Department of Defense (DoD) to meet DoD standard 5015.2.

The system is being implemented in HRD (Human Resources Division) over a 12 month period encompassing system configuration, testing, and development of the end-user training curriculum. This implementation began in September of 2007 and is expected to run through September 2008. Following this initial implementation, the system will be rolled out County-wide with full deployment targeted for December 2010.

Project Status/Activity:
Initial implementation is underway in the Human Resources Division with the first two Sections (Labor Relations and Compensation Management) expected to go-live on the system in May of 2008. The remaining HR sections will be implemented two at a time from mid-June through the end of September. The first (test) migration of the County's Retention Schedule database was completed in December and testing and review of the mapping was commencing at the end of the month.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
D121807-02 - The Board members present approved the release of $522,110 for Phase IIIa with condition A1218607-01. Total budget appropriation for the project is $3,002,772 of which $1,138,892 remains unreleased.

D052907-01 - The Board members present approved the release of $909,182 for phase IIIa with an assumption that the 2007 CIO direction has been met, and with new action item A052907-01. Total budget appropriation for the project is $1,558,138 of which $216,368 remains unreleased.

D121906-02 - DES: Electronic Records Management System (ERMS): The Board members present approved the release for phase II for $117,252 with the new action item #A121906-03. Total budget appropriation for the project is $1,558,138 of which $1,125,550 remains unreleased.

D032106-03 - The Board members present approved the release of $315,336 for Phase II of the DES-REALS: Electronic Records Management System project contingent upon Council proviso removal. Total project budget appropriation for the project is $4,028,017 of which $3,712,681 remains unreleased. Revised Decision # D032106-03 on August 29, 2006: The Board members present approved the release of $315,336 for Phase II of the DES-REALS: Electronic Records Management System project contingent upon Council proviso removal. Total project budget appropriation for the project is $740,472 of which $425,136 remains unreleased. $4,028,017 is the total amount budgeted for the project

Budget Details:
Fund: 3771

2008 Adopted Budget: $1,444,634
2007 Adopted Budget: $817,666
2006 Adopted Budget: $740,472

DES: REALS – PETWHERE SHELTER TRACKING SYSTEM REPLACEMENT

Sponsor:	James T. Buck
Project Manager:	Al Dams
Project #:	
Initial Project Timeline:	March 2006 – July 2006
Actual Project Timeline:	March 2006 – February 2007
Total LTD Appropriated Budget as of 12/31/07:	$39,589
Total LTD Expenditures as of 12/31/07:	$24,860
Primary IT Goal	Replace shelter operations software
Project Type	Operational software

Project Description:
Replace Petwhere, an unsupported, outdated animal shelter operations software program with Chameleon, a new, vendor-supplied software program.

Expected Benefits:
Animal Services can continue to operate using computer technology. The Petwhere vendor no longer exists so the software is no longer supported. Chameleon is an improved software program that will create operational efficiencies.

Business Outcomes:
Efficiency
☒ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☒ Improves accessibility of public records
☒ Improves accessibility to county services, resources, and/or officials
☒ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☒ Makes decisions and decision-related materials more easily available
☒ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☒ Utilizes commercial off the shelf software

    ☐ Leverages and/or extends integration architecture

Improves data management
    ☐ Increases data security
    ☐ Increases data privacy
    ☒ Improves data accuracy
    ☒ Reduces data redundancy

Improves technology operations
    ☒ Enhances system reliability
    ☐ Consolidates hardware/software
    ☒ Standardizes or streamlines existing operations

Other
    ☐ Structured Telecommunications System that meets King County as well as best industry practice standards
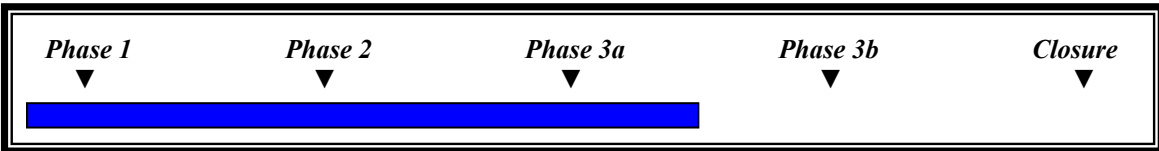
Project Approach:
Purchase off-the-shelf software from a vendor.

Project Status/Activity:
Software installation complete and being used by the two animal control shelters. Some reporting rollout tasks remain to be completed in Q1 2007.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
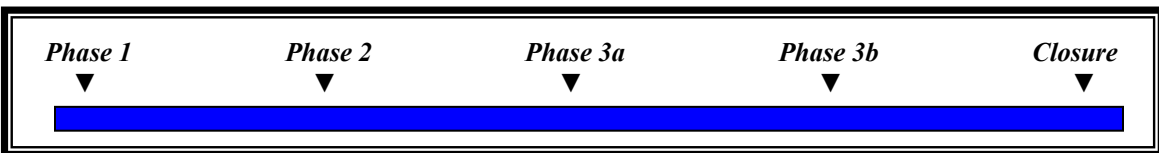
Self Rating:		Project is completed.

Funding Releases:
D022106-04 - The Board members present approved the release of $39,589 which includes contingency of $3,599 for Phases I-V of the DES-REALS: PetWhere Shelter Tracking System Replacement project. Total project budget appropriation for the project is $39,589 of which $0 remains unreleased.

Budget Details:
2006 Adopted Budget: $39,589

DES: REALS – Vote By Mail Ballot Tracking and Accountability

Sponsor:	Jim Buck
Project Manager:	Bill Huennekens
Project #:	377190 – VBM Program
Initial Project Timeline:	November 2005 – December 2008
Actual Project Timeline:	December 2006 – December 2008
Total LTD Appropriated Budget as of 12/31/07:	$2,700,000
Total LTD Expenditures as of 12/31/07:	$90
Primary IT Goal	Accountability/Transparency
Project Type	Implementation

Project Description:

To facilitate moving King County to an all mail voting system, advanced technology and mechanical solutions must be implemented. King County does not have the systems in place or the availability of equipment to successfully transition to an all mail voting system. Absent such tools and systems, the risks associated with conducting elections in King County entirely by mail are too high. While accountability standards now in place are effective, the volume associated with conducting a county-wide election entirely by mail, under current processing time constraints, would jeopardize the significant achievements made by the organization towards increasing public trust and confidence.

For the reasons noted above, and more thoroughly identified in the Report to King County Executive Ron Sims entitled Moving To Vote By Mail, significant new systems and technology are justifiable now given current processing volumes, and they are critical precursors for successful transition to conducting all elections by mail.

The Elections Planning Team established the following vision for planning the transition to a vote-by-mail system:

- King County Elections will be conducted in a transparent manner that fosters the highest level of public trust and confidence.
- Changes to the administration of elections will be made in partnership with the electorate and other stakeholders.

The goals/objectives established by the planning team when establishing the plan to create a vote-by-mail system in King County were to:

- Simplify and streamline election administration
- Be a model jurisdiction for accountability, accuracy and transparency
- Increase voter participation
- Enhance access to voting

The Vote by Mail Tracking and Accountability Project is one of two technical projects that will support the Vote-by-Mail initiative. It will incorporate two Pitney Bowes scanner/sorters for the processing of returned ballot packets and software from Election Trust to collect data from the current voter registration system (DIMS), the new Pitney Bowes equipment, outbound mail processes by outside vendor and in-house staff, opening area scanners and other management scanning stations. The goal of this project is to provide accountability and automation tools to the Ballot Processing and Delivery Team, bring the inbound sort process in-house for added security and collect track point data for voter retrieval via the Internet.

Expected Benefits:
Business processes associated with the solutions contemplated in this proposal that are less labor intensive, more accurate, and provide greater security.

Business Outcomes:
Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☒ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:
The implementation of an automated ballot tracking and accountability solution will be accomplished by gradually implementing components and features of the Pitney Bowes ReliaVote system and Elections Trust's process management tool in 2008 Spring Elections so that processes can be refined in advance of the 2008 presidential year election cycle.

Project Status/Activity:
An information technology business case and recommended solution for ballot tracking and accountability was submitted to the county council as required by a budget proviso in May of 2007. The Project Review Board and County Council have each approved the business case and released the funding for the initial phase of the project.

PRB Phase Status:
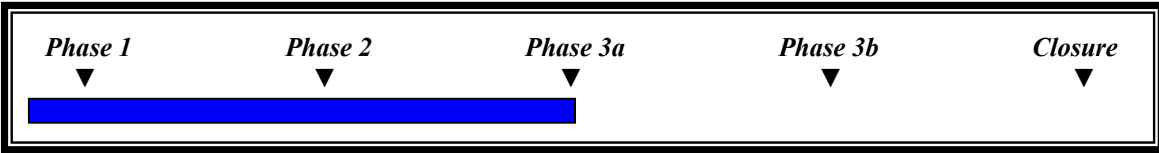
Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D121807-03 - DES - Vote by Mail - Ballot Tracking and Accountability: The Board members present approved the release of $1,700,000 for Phase III. Total budget appropriation for the project is $2,700,000 of which $1,000,000 remains unreleased.

Budget Details:
2006 Supplemental Budget: Vote-by-Mail program - $4,771,500

DES: REALS – VOTE BY MAIL - TABULATION UPGRADE

Sponsor:	Jim Buck
Project Manager:	Bill Huennekens
Project #:	377207, 377190 – VBM Program
Initial Project Timeline:	November 2005 – December 2008
Actual Project Timeline:	November 2006 – February 2009
Total LTD Appropriated Budget as of 12/31/07:	$2,131,000 (includes 2007 Supplemental of $631,000)
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Accountability/Transparency
Project Type	Implementation

Project Description:
To facilitate moving King County to an all mail voting system, advanced technology and mechanical solutions must be implemented. King County does not have the systems in place or the availability of equipment to successfully transition to an all mail voting system. Absent such tools and systems, the risks associated with conducting elections in King County entirely by mail are too high. While accountability standards now in place are effective, the volume associated with conducting a county-wide election entirely by mail, under current processing time constraints, would jeopardize the significant achievements made by the organization towards increasing public trust and confidence.

For the reasons noted above, and more thoroughly identified in the Report to King County Executive Ron Sims entitled Moving To Vote By Mail, significant new systems and technology are justifiable now given current processing volumes, and they are critical precursors for successful transition to conducting all elections by mail.

The Elections Planning Team established the following vision for planning the transition to a vote-by-mail system:

- King County Elections will be conducted in a transparent manner that fosters the highest level of public trust and confidence.
- Changes to the administration of elections will be made in partnership with the electorate and other stakeholders.

The goals/objectives established by the planning team when establishing the plan to create a vote-by-mail system in King County were to:
- Simplify and streamline election administration
- Be a model jurisdiction for accountability, accuracy and transparency
- Increase voter participation
- Enhance access to voting

The Vote by Mail Tabulation Upgrade Project is one of two technical projects that will support the Vote-by-Mail initiative. This project will implement an upgrade to the current Ballot Tabulation system resulting in improved ability to process mail ballots. Further, the upgraded system will enhance the security and accountability of the ballot tabulation process.

Expected Benefits:
Business processes associated with the solutions contemplated in this proposal that are less labor intensive, more accurate, and provide greater security.

Business Outcomes:
Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☒ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations

☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other

☐ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:

The approach being taken for this project is to move to a technology that is currently being employed by a majority of the jurisdictions in Washington State, By doing this with the county's current vendor, significant resources are saved over switching to a completely new vendor. In order to reduce project risk, a requirement of the project is to use the equipment for the first time in a special election before deployment in a county-wide primary or general election.

Testing is another important aspect of this project, the new equipment will be extensively tested including a security review. The testing will include a delivery acceptance test, mock election and volume/stress test of 1.5 million ballots.

Project Status/Activity:

Project definition and planning for the Ballot Tabulation Upgrade project began in October 2007.   A planning and schedule report was submitted to the county council on February 15, 2007. An information technology business case and recommended solution for upgrading ballot tabulation was submitted to the county council as required by a budget proviso in March 2007. The Project Review Board and County Council have each approved the business case and released the funding for the project.

PRB Phase Status:
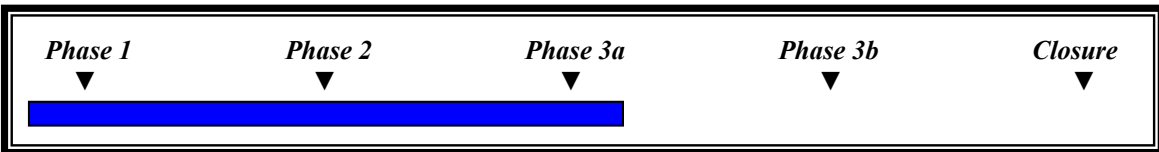
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:

D082107-02 - DES: REALS – VBM Transition (Upgrade to Ballot Tabulation): The Board members present approved the release of $1,500,000 for phase III with the new action item A082107-03 and conditions A082107-04 and A082107-05. Total budget appropriation for the project is $1,500,000 of which $0 remains unreleased.

Budget Details:
2006 Supplemental Budget: Vote-by-Mail program - $4,771,500
2007 Supplemental Budget: Vote-by-Mail program - $631,000

Department of Judicial Administration

DJA: CORE UPGRADE BUSINESS CASE

Sponsor:	Barbara Miner
Project Manager:	Teresa Bailey
Project #:	377212
Initial Project Timeline:	January 2008 – August 2008
Actual Project Timeline:	NOT STARTED
Total LTD Appropriated Budget as of 12/31/07:	$120,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Business Case/Study/Plan

Project Description:
This project envisions the development of a business case, requirements assessment, and technical alternatives analysis for the future upgrade of CORE, which is the primary native client application for the Electronic Court Records system and which is used by all DJA staff and a limited number of staff in other agencies to facilitate the scanning, indexing, docketing, and associated document work flow and routing activities related to Superior Court case filings. The CORE application is approaching end-of-lifecycle. It is based on an increasingly dated technology set which limits its support and enhancement capabilities and prevents it from being run on current operating systems.   It cannot be readily adapted to meet future integration and data exchange requirements, including key changes anticipated to result from the replacement of the Washington State Administrative Office of the Court's primary data systems, with which CORE exchanges data.

CORE is an essential application for the Department. Transitioning the application to a more current technology base must be approached carefully and methodically. It is believed that conducting this planning project, including detailed business planning and the acquisition of external expertise to assist in clarifying technical requirements, identifying and researching technical alternatives, and assisting in the development of a business case for a future upgrade of the application is a risk-appropriate strategy which significantly enhances the likelihood of successfully and efficiently conducting a subsequent CORE upgrade project.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other

☐ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:

Increases architectural flexibility

☐ Utilizes open standards
☐ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture

Improves data management

☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations

☐ Enhances system reliability
☐ Consolidates hardware/software
☐ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach:

Project Status/Activity:

New project

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
■				

Self Rating:	■	This is a 2008 project that has not started.

Funding Releases: None.

Budget Details:

2008 Adopted Budget: $120,000; OIRM Capital fund 3771, project #377212

DJA: DOCUMENT MANAGEMENT SYSTEM REPLACEMENT

Sponsor:	Barbara Miner
Project Manager:	Stephen Bell
Project #:	377149
Initial Project Timeline:	April 2005 – April 2006
Actual Project Timeline:	April 2006 – April 2007
Total LTD Appropriated Budget as of 12/31/07:	$425,000
Total LTD Expenditures as of 12/31/07:	$425,000
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
- DJA would like to pay less money to support and have more direct control over the document repository which stores court documents for the Electronic Courts Records system (ECR).

- To do this it will create a secondary document repository using more flexible and less expensive off-the-shelf technologies and will redevelop existing in-house applications, which depend on the existing and proprietary FileNet document repository system for the retrieval of documents, to be able to draw documents from this secondary system instead. This will reduce usage dependencies and software and support licensing costs for the existing FileNet system.

Expected Benefits:
- DJA hopes to save roughly $100,000 per year.

Business Outcomes:

Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

The approach relies on contractors for software redevelopment. Internal staff will be responsible for establishing requirements, performing system design, development of the alternative repository, and deployment of all deliverables.

Project Status/Activity: Project is near completion; all major deliverables are complete, anticipated cost savings have been realized and are reflected in 2007 budget.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
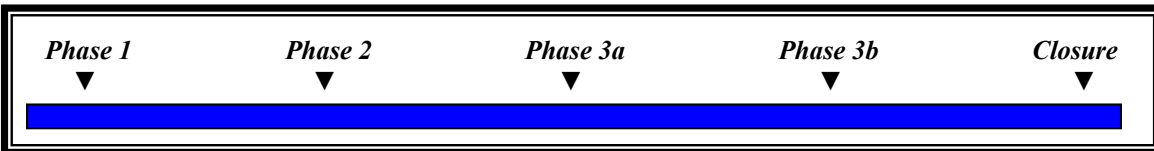
Self Rating:		Project completed.

Funding Releases:

D112106-03 - DJA - Document Management System: The Board members approved the release of $50,000 for phase IIIb. Total budget appropriation for the project is $466,621 of which $41,621 remains unreleased.

D051606-03 - The Board members present approved the release of $325,000 for Phase II and III of the DJA: Document Management System project. Total project budget appropriation for the project is $466,621 of which $91,621 remains unreleased.

D122005-03 - The Board members present approved the release of $50,000 for Phase II of the DJA: Document Mgmt System Replacement project with the new action item #A122005-03. Total project budget appropriation is $466,621 of which $416,621 remains unreleased.

PRB Approved Funding Release of $50,000 for Phase II on 12/20/05. Total project budget appropriation is $466,621 of which $416,621 remains unreleased.

Budget Details: OIRM Capital fund 3771, project #377149.

2007 Disappropriation: ($41,621)
2005 Adopted Budget: $466,621

DJA: DRUG COURT MANAGEMENT INFORMATION SYSTEM (DCMIS)

Sponsor:	Barbara Miner
Project Manager	David Yip
Project #:	377180
Initial Project Timeline:	May 2006 – September 2007
Actual Project Timeline:	May 2006 – February 2008
Total LTD Appropriated Budget as of 12/31/07:	$360,000
Total LTD Expenditures as of 12/31/07:	$271,693
Primary IT Goal	Risk Management/Operations Improvement
Project Type	Implementation

Project Description:
This project's vision is to successfully implement core Drug Court Management Information System (DCMIS) components to support the operational and reporting needs of the King County Drug Diversion Court.

Expected Benefits:
The new and more robust Drug Court MIS will benefit both the drug court staff and the defendants, who are all "customers", by providing better functional modules to help the day-to-day operations; and more accurate and timely reports report program efficacy. Also, the new system is likely to offer some positive impacts in streamlining certain business processes, although it is difficult to predict the degree of efficiency improvement until the system is in operations for a period of time.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility

☐ Utilizes open standards
☒ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☒ Leverages and/or extends integration architecture

Improves data management

☒ Increases data security
☐ Increases data privacy
☒ Improves data accuracy
☒ Reduces data redundancy

Improves technology operations

☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other

☒ Support higher demand (case) loads; extend service uptime; and increase level of service availability

Project Approach: Buy an off-the-shelf product and implement with minimal to no modification

Project Status/Activity: Finishing up contract negotiation. Implementation to start as soon as final contract is approved and executed

PRB Phase Status:
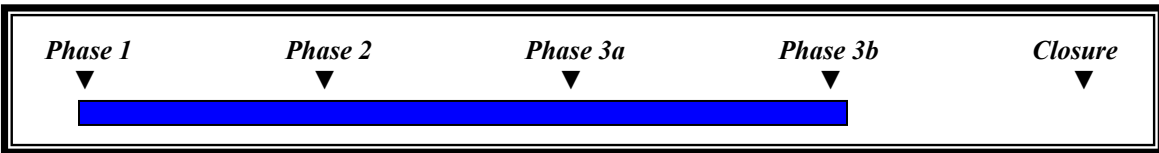
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:

D081506-05 - The Board members present approved the release of $277,940 for Phase III of DJA - Drug Court Management Information System (DCMIS) Project with the new action item #A081506-02. Total budget appropriation for the project is $360,000 of which $54,000 remains unreleased.

D071806-03 - The Board members present approved the release of $28,060 for Phase I of DJA: Drug Court Management Information System (DCMIS) Project. Total budget appropriation for the project is $360,000 of which $331,940 remains unreleased.

Budget Details:

2006 Adopted Budget: $360,000

DJA: ᴇSᴇʀᴠɪᴄᴇ

Sponsor:	Barbara Miner
Project Manager:	David Yip
Project #:	377153
Initial Project Timeline:	October 2005 – February 2006
Actual Project Timeline:	April 2006 – December 2006
Total LTD Appropriated Budget as of 12/31/07:	$105,288
Total LTD Expenditures as of 12/31/07:	$67,853
Primary IT Goal	Customer Service/Accessibility
Project Type	Implementation

Project Description:
This project adds functionality to the E-Filing portion of Electronic Court Records (ECR), scheduled to be completed in 2004. E-Service is the electronic exchange of litigation documents where the parties have agreed that the electronic exchange constitutes official service in the case. DJA intends to enhance ECR to facilitate electronic service among parties in a court case.

Expected Benefits:
The addition of eService to E-Filing will act as an additional incentive for litigants to use the E-Filing system. The result will be faster adoption of E-Filing, increasing the percent of E-Filed documents sooner than expected, leading to additional efficiencies and quicker staff savings than originally planned.

This project will have a direct impact on the number of people that choose to e-File documents. Current estimates are that e-Filing will be adopted at a rate of 4% per year; this functionality is projected to increase this rate to 6% per year.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☒ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

DJA will contract to have this component developed and added to ECR. DJA's technology manager will work with the selected vendor, along with a ½ time technology division staff member. An existing DJA technology staff member will be assigned to this project on a part-time basis to ensure knowledge transfer so that long term support of this component could be supported by DJA technology staff. This technology staff will be backfilled for the 5 month period they are assigned to the eService project.

Project Status/Activity:

Project has been implemented and closure documents have been drafted.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
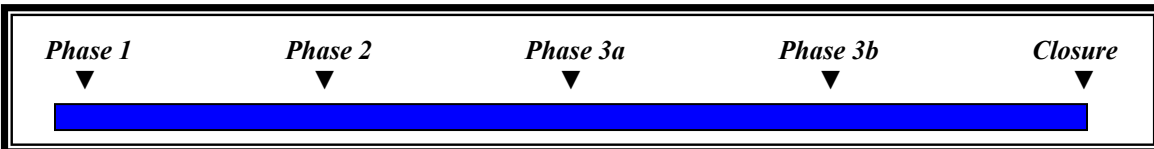
Self Rating:		Project completed.

Funding Releases:

D011607-06 - The CIO has approved the release for phase IIIb for $3,545. Total budget appropriation for the project is $105,288 of which $15,793 remains unreleased.

D081506-04 - The Board members present approved the release of $77,750 for Phase III of DJA - E-Service. Total budget appropriation for the project is $105,288 of which $19,338 remains unreleased.

D122005-02 - The Board members present approved the release of $8,200 for Phase II of the DJA: eService project with the new action #A122005-02. Total project budget appropriation is $105,288 of which $97,088 remains unreleased.

PRB Approved Fund Release of $8,200 for Phase II on 12/20/05. Total project budget appropriation is $105,288 of which $97,088 remains unreleased.

Budget Details: OIRM Capital fund 3771, project #377153.

2005 Adopted Budget: $105,288

DJA: **E**XPANSION OF **E**-**C**OMMERCE IN THE **DJA**

Sponsor:	Barbara Miner
Project Manager:	Sandy Nelson
Project #:	377186
Initial Project Timeline:	March 2006 – December 2006
Actual Project Timeline:	March 2007 – April 2008
Total LTD Appropriated Budget as of 12/31/07:	$131,999
Total LTD Expenditures as of 12/31/07:	$15,652
Primary IT Goal	Customer Service
Project Type	Implementation

Project Description:
This will allow customers to request certain services directly over the Internet and make payment at the time of placing the order via the King County e-commerce application.

Expected Benefits:
Customers will be allowed to pay for services electronically rather than sending payments through the mail.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☒ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations
☐ Enhances system reliability
☐ Consolidates hardware/software
☐ Standardizes or streamlines existing operations

Other
☐ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:
DJA will hire a project manager to manage this technology project. DJA will work with internal technology staff and OIRM staff to expand its e-commerce application to other DJA services.

Project Status/Activity:
The project will begin in February, 2007.

PRB Phase Status:
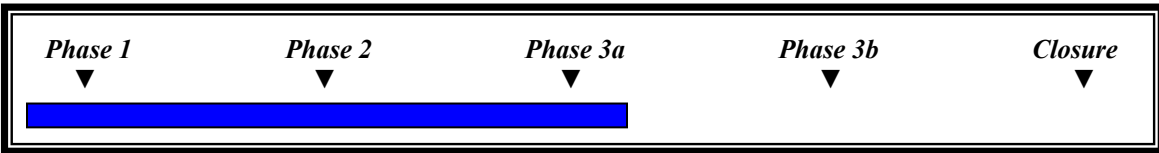
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
D091807-03 - The Board members present approved the release of $92,945 for phase IIIa. Total budget appropriation for the project is $131,999 of which $16,054 remains unreleased.

D041707-03 - The Board members present approved the release of $23,000 for phase II with new action item A041707-01. Total budget appropriation for the project is $131,999 of which $108,999 remains unreleased.

Budget Details:
2006 Adopted Budget: $131,999

DJA: IT SECURITY ENHANCEMENT PROJECT

Sponsor:	Barbara Miner
Project Manager:	Stephen Bell
Project #:	377181
Initial Project Timeline:	January 2006 – January 2007
Actual Project Timeline:	August 2006 – April 2008
Total LTD Appropriated Budget as of 12/31/07:	$268,052
Total LTD Expenditures as of 12/31/07:	$71,593
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
The project seeks to improve Departmental information technology security operations in line with the recommendations of the OIRM Information Security and Privacy Advisory Report 2005.

Expected Benefits:
This project is predominately a risk management project. It is primarily expected to result in substantive improvements to the Department's IT security posture. Secondary benefits are anticipated to include system availability enhancements and improved service levels for the Department's primary and public-facing systems, improved management metrics for service availability and demand and resource trending; and faster deployment of future server and workstation installations.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:
By implementing the key items recommended for implementation by county agencies in the OIRM Information Security and Privacy Advisory Report, 2005, this project ensures that due-diligence information technology security controls and safeguards are emplaced and functionally effective, and that the Department's security and privacy initiatives conform to the county's enterprise security initiatives.

Project Status/Activity:
The project has completed all requirements elaboration and has entered the construction phase.

PRB Phase Status:
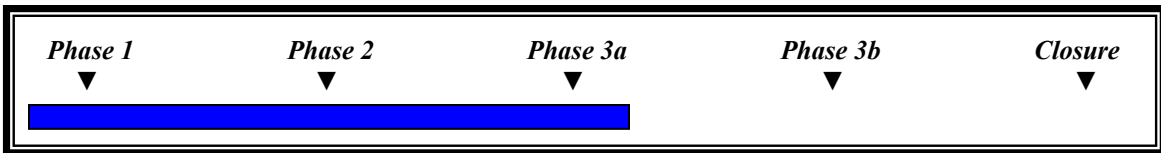
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
D081506-03 - The Board members present approved the release of $243,684 for Phases I-III of DJA – Security Enhancement with new condition to brief the Board on the review of planning documents (Sprint 1 deliverables) by CISPO and OIRM network engineering to ensure for coordinated and compliant effort as it pertains to KC network and its security. Total budget appropriation for the project is $268,052 of which $24,368 remains unreleased.

Budget Details:
2006 Adopted Budget: $268,052

DJA: Joint Technology Strategic Plan

Sponsor:	Paul Sherfey, Barbara Miner, Trish Crozier
Project Manager:	Teresa Bailey
Project #:	
Initial Project Timeline:	July 2006 – January 2007
Actual Project Timeline:	April 2008 – December 2008
Total LTD Appropriated Budget as of 12/31/07:	$86,980
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Accountability
Project Type	Implementation

Project Description:
Develop a joint strategic technology plan between Superior Court, Judicial Administration, and District Court while acknowledging the individual business needs of each entity.

Expected Benefits:
A coordinated approach to common technology business problems such as websites, e-commerce services, phones, equipment replacement, security and privacy.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy

    ☐ Reduces data redundancy
Improves technology operations
    ☐ Enhances system reliability
    ☐ Consolidates hardware/software
    ☐ Standardizes or streamlines existing operations
Other
    ☐ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:
Hire a project manager whose expertise is in strategic technology plan development. The project manager would be the facilitator of a project committee made up of business and technology leads in each entity.

Project Status/Activity:
An RFP has been developed to hire a consultant to act as the project manager and primary drafter of the technology plan. This project is likely to begin in March 2007.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
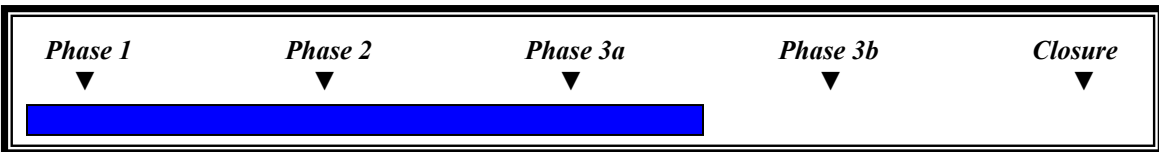
Self Rating:	🟩	Project is well underway, with completion scheduled first quarter 2008.

Funding Releases:
The funds for this project are available without PRB funding release.

Budget Details:
2006 Adopted Budget: $86,980

DJA: TECHNOLOGY PROJECT CUSTOMER CENTRIC SERVICES

Sponsor:	Barbara Miner
Project Manager:	Sandy Nelson
Project #:	377187
Initial Project Timeline:	March 2006 – November 2006
Actual Project Timeline:	March 2007 – December 2007
Total LTD Appropriated Budget as of 12/31/07:	$269,495
Total LTD Expenditures as of 12/31/07:	$31,304
Primary IT Goal	Customer Service
Project Type	Implementation

Project Description:
The project will allow jurors to request and receive confirmation of a deferral in jury service without staff involvement and without waiting on hold to talk with someone over the phone. Customers will be able to confirm their family law hearings without waiting on hold for a staff member and they can choose to confirm outside of normal business hours. Customers will also

be able to fill out routine forms with an interactive application that will ask a series of questions while in the background completing their form automatically.

Expected Benefits:
Customers will benefit from these electronic tools to complete basic functions with DJA and the Superior Court. The automated forms will be easier to read and process by staff. Creating forms automatically will make additional forms ready for e-filing by customers.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☒ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:
The approach is to hire a dedicated project manager, outsource much of the technical work, and use in-house experts to focus knowledge transfer and integration. Systems in other courts will be evaluated early by the project manager to determine what gaps exist and capture ideas/features being used by others.

Project Status/Activity:
Project manager identified and project likely to begin 2/2007.

PRB Phase Status:
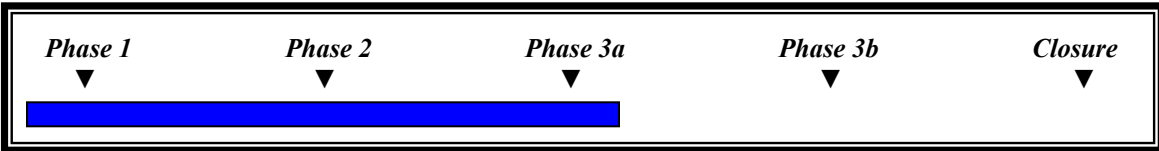
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D101607-01 - DJA: ECCS: The Board members present approved the release of $180,750 for Phase III with condition A101607-03. Total budget appropriation for the project is $269,495 of which $48,745 remains unreleased.

D041707-04 - The Board members present approved the release of $40,000 for phase II with new action item A041707-02. Total budget appropriation for the project is $269,495 of which $229,495 remains unreleased.

Budget Details:
2006 Adopted Budget: $269,495

Department of Natural Resources & Parks

DNRP: Director's Office - IT Equipment Replacement

Sponsor:	John Bodoia
Project Manager:	Gary Hocking
Project #:	Low org 3122
Initial Project Timeline:	January 2005 – December 2007
Actual Project Timeline:	January 2005 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$40,000
Total 2007 Expenditures as of 12/31/07:	$16,872
Primary IT Goal	Risk Management
Project Type	Equipment replacement

Project Description:
This is a replacement of existing and/or purchase of new IT equipment in 2005 to support DNRP Director's Office operations.

Expected Benefits:
These IT purchases are needed to facilitate the efficient operations of the DNRP Director's Office staff by providing staff with the necessary technological tools to complete their 2005 work programs. The DNRP Director's Office provides leadership and services to the divisions, the executive, and the council in support of the Department's mission to be the steward of the region's environment and strengthen sustainable communities by protecting our water, land and natural habitats, safely disposing of and reusing wastewater and solid waste, and providing natural areas, parks and recreation programs.

This project—a general equipment replacement—does not relate to any particular performance measure, it merely allows the Director's Office to operate efficiently (so it generally applies to all performance measures).

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements

☐ Provide tactical agency operational improvements

☐ _____

Technical Outcomes:

Increases architectural flexibility
    ☐ Utilizes open standards
    ☐ Employs web-based technologies
    ☒ Utilizes commercial off the shelf software
    ☐ Leverages and/or extends integration architecture

Improves data management
    ☒ Increases data security
    ☐ Increases data privacy
    ☐ Improves data accuracy
    ☐ Reduces data redundancy

Improves technology operations
    ☒ Enhances system reliability
    ☒ Consolidates hardware/software
    ☒ Standardizes or streamlines existing operations

Other
    ☐ _____

Project Approach:

This was annual equipment replacement work.

Project Status/Activity:

Percentage of Equipment Replaced: 100% of planned equipment was either replaced or permanently retired.

Funding Releases:

Feb 2007 Funding Release: $40,000

Budget Details: Solid Waste Division Operating fund 4040/0381, low org 3122

2008 Adopted Budget: $39,667
2007 Adopted Budget: $40,000
2006 Adopted Budget: $40,000
2005 Adopted Budget: $40,000
2004 Adopted Budget: $40,000

DNRP: GIS - IT EQUIPMENT REPLACEMENT

Sponsor:	George Horning
Project Manager:	Gary Hocking
Project #:	N/A
Initial Project Timeline:	January 2004 – December 2007
Actual Project Timeline:	January 2004 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$76,640
Total 2007 Expenditures as of 12/31/07:	$79,081
Primary IT Goal	Risk Management
Project Type	Equipment replacement

Project Description:
This is a replacement of existing and/or purchase of new IT equipment in 2007 to support GIS Center operations.

Expected Benefits:
These IT purchases are needed to facilitate the efficient operations of the GIS Center staff by providing staff with the necessary technological tools to complete their 2007 work programs. These work programs will carryout the mission of the GIS Center to deliver top value to the region by providing efficient, high-quality GIS leadership, coordination, infrastructure, and services that meet the business needs of King County and the communities we serve.

This project—a general equipment replacement—does not relate to any particular performance measure, it merely allows the GIS Center to operate efficiently (so it generally applies to all performance measures).

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
This was annual equipment replacement work.

Project Status/Activity:

Percentage of Equipment Replaced: 97% of planned equipment replacements were completed.

Funding Releases:
Feb 2007 Funding Release: $76,640

Budget Details: GIS Center Operating fund 5481
2008 Adopted Budget: $12,318
2007 Additional Operating Funds: $220
2007 Adopted Budget: $76,640
2006 Adopted Budget: $80,500
2005 Adopted Budget: $29,275
2004 Adopted Budget: $42,000

DNRP: PARKS - IT EQUIPMENT REPLACEMENT

Sponsor:	Terry, Kathryn
Project Manager:	Mel Boupharath
Project #:	N/A
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$71,716
Total 2007 Expenditures as of 12/31/07:	$68,526
Primary IT Goal	Risk management
Project Type	Equipment Replacement

Project Description:
The Parks Division received CX funding for PC replacement until 2001, when CX funding to the Division was sharply reduced. By the end of 2004, computer equipment reached the end of its life cycle as warranties ran out and the Division experienced some hardware failures. The Division's four-year equipment replacement plan started in 2005. These work programs will help staff carry out the mission of the Parks and Recreation Division, influence the ways the parks system serves its users, and allow staff to put into place new business practices & efficiencies.

The primary purpose of Parks Division's Hardware Replacement Plan is to ensure the business needs are not compromised due to inadequate or obsolete computer equipment. The Hardware Replacement Plan is critical to the continued operation of the Parks Division.

In preparing Parks Division's Hardware Replacement Plan, the following goals were identified. These goals are directly supported by Parks management, well-funded replacement strategy.

- Provide a stable and reliable technology infrastructure to support Parks' business needs and maintain existing functionality.
- Timely replacement of assets.

- Establish and implement computing infrastructure and desktop standards to be utilized throughout the Parks Division.
- Standardize equipment through the use of one vendor.
- Contain purchasing costs and on-going expenses through standards.
- Ensure equipment replacement costs were identified and included in the annual budget process.

Expected Benefits:
- Equipment replaced as planned
- Minimal interruption of operations
- Improved system performance due to hardware improvements

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
This was annual equipment replacement work.

Project Status/Activity:
Desktop replacement project - spent $55,213 for replacement of 40 out of the 153 pc's.
Server replacement and network attached storage project - spent $13,313 for replacement of 2 out of the 7 servers.

Funding Releases:
Feb 2007 Funding Release: $71,716

Budget Details: Parks Division Operating fund 1451/0640

2008 Adopted Budget: $40,000
2007 Adopted Budget: $71,716
2006 Adopted Budget: $81,700
2005 Adopted Budget: $68,000

DNRP: PARKS – REPLACEMENT OF R BASE FOR DOS PROGRAM

Sponsor:	Gary Hocking
Project Manager:	Helen Subelbia
Project #:	377215
Initial Project Timeline:	10/2007 – 12/2008
Actual Project Timeline:	4/2008 – 4/2009
Total LTD Appropriated Budget as of 12/31/07:	$201,890
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Status/Activity:
King County Parks and Recreation presented to the Project Review Board on April 15, 2008, requesting for a funding release of $50,000 to hire a consultant for Phase I Planning. Parks received approval for the requested funding, and is in the process of completing the work order which will be offered to all the pre-qualified pool of consultants listed under the Category C: Technology Planning and Consulting of the OIRM website.

Consultant will be expected:
- to review shortcomings of the legacy system;
- explore a range of system replacement options, including the use of ABT or the ability to interface with the forthcoming
- Explore the visibility of using Maximo, a computerized maintenance management system currently in use by two County departments (FMD and Airport), to minimize system development proliferation.
- Complete the Technology Qualifications Report.
- Recommend a solution based on a quantifiable business case.

Expected Benefits:
The major benefit realization of this project will be cost avoidance. The Division estimates that the loss of productivity for eight staff members if the system crashed – which would increase their time to fulfill their current duties by as much as 60% – would be more costly than replacement of the system.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

Phase 1: Planning
- Phase 1 will result in a preliminary implementation plan that ties business processes in the R:Base system replacement with the preferred technology solution. This will include Parks documenting High Level requirements and business processes. In addition, options and solutions will be identified and evaluated. ADSS will provide a high level design and costs estimate based on published requirements.

Phase 2: Implementation
- The project team's preference is to utilize OIRM to design, develop and implement the project in order to lower development and design costs and to ensure compatibility with King County IT systems. The proposed project replacement is not yet detailed out. The expected benefits of implementation are in direct alignment with King County's Strategic

Technology and Parks Division's goals and the reduction or elimination of business process risks identified earlier.

Project Status/Activity:

Self Rating:	■	This is a 2008 project that had not started as of December 31, 2007.

Budget Details:
2008 Adopted Budget: $201,890, Fund # / Dept #: 1451/0640

DNRP: SOLID WASTE - IT EQUIPMENT REPLACEMENT

Sponsor:	
Project Manager:	John Crum
Project #:	G00671
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$82,800
Total 2007 Expenditures as of 12/31/07:	$85,130
Primary IT Goal	Risk Management
Project Type	Equipment replacement

Project Description:
This is a replacement of existing and/or purchase of new IT equipment in 2005 to support SWD operations.

Expected Benefits:
These IT purchases are needed to facilitate the efficient operations of the Solid Waste Division staff by providing staff with the necessary technological tools to complete their 2005 work programs. These work programs will carryout the mission of the Solid Waste Division to protect human health and the environment by providing quality services that responsibly manage the County's solid wastes.

This project—a general equipment replacement—does not relate to any particular performance measure, it merely allows the division to operate efficiently (so it generally applies to all performance measures).

Business Outcomes:
Efficiency
    ☐ Offers a positive return on investment (ROI)
    ☐ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
    ☐ Improves accessibility of public records
    ☐ Improves accessibility to county services, resources, and/or officials
    ☒ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
    ☐ Makes decisions and decision-related materials more easily available
    ☐ Supports ability to track long-term outcomes
    ☐ Supports visibility into the decision process

☒ Supports input and feedback related to countywide decisions
Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☒ Utilizes open standards
☐ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
This was annual equipment replacement work.

Project Status/Activity:

Percentage of Equipment Replaced:100%

Funding Releases:
2007 Funding Release: $0

Budget Details: Solid Waste Division Operating fund 4040/0720 project G00671
2008 Adopted Budget: $149,000
2007 Adopted Budget: $82,800
2006 Adopted Budget: $41,861
2005 Adopted Budget: $48,850

DNRP: WLRD - INTEGRATED WATER RESOURCES MODELING & INFORMATION SYSTEMS

Sponsor:	DNRP/WLRD
Project Manager:	Tom Georgianna
Project #:	423550
Initial Project Timeline:	Dec. 1999 to Dec. 2006
Actual Project Timeline:	Dec. 1999 to Dec. 2006
Total LTD Appropriated Budget as of 12/31/07:	$3,468,284 (includes $56,000 contingency if needed)
Total LTD Expenditures as of 12/31/07:	$2,960,972
Primary IT Goal	Risk Management
Project Type	Implementation (Integration of computational models)

Project Description:
The project consists of evaluating, designing, developing, implementing, and maintaining software modules that will efficiently stream data between environmental databases, numerical and analytical models and visualization software, and to simplify the operation of project models in sequence or in isolation. Specifically, The IWRMS project integrates computational modeling capability to support scientific investigations, including environmental and human health risks associated with policy decisions and development related to King County water resources.

Expected Benefits:
- WLRD will assist decision makers in development of policy decisions in areas of growth management and water quality/quantity assessment by providing analytical predictions of the environmental affects of population and water quality changes.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☒ Provides scientific information for environmental_

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies

☐ Utilizes commercial off the shelf software
☒ Leverages and/or extends integration architecture

Improves data management
☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations
☐ Enhances system reliability
☐ Consolidates hardware/software
☐ Standardizes or streamlines existing operations

Other
☒ Automates handling of large amounts of data and integration of computational models

Project Approach:
The Integrated Water Resources Modeling System (IWRMS) Project is using consulting services via a government to government contract with the U.S. Department of Energy and its sub contractor Battelle – Pacific Northwest National Laboratories. King County Water and Land have formed a Project team consisting of Modelers, Data Developers, and LAN support staff to work collaboratively with the contractor. The work program calls for a six – month major deliverable.

Project Status/Activity:
In mid 2005, a Project's Comprehensive Review project was conducted providing a detailed, feature by feature analysis of scope and budget by cost and by impact of leaving features out, and resulted in three possible alternatives to proceed, of which the $180,000 package was selected (includes most of, but not all of the features in the original scope). Delivery of the beta system is planned for February 2006 (This is a delay of 2 months due to the King County Project Manager requiring the Federal Partner to prepare detailed analyses of possible changes); PRB Phase IV Deliverables in August 2006; and Shake down testing and system tuning in December 2006.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
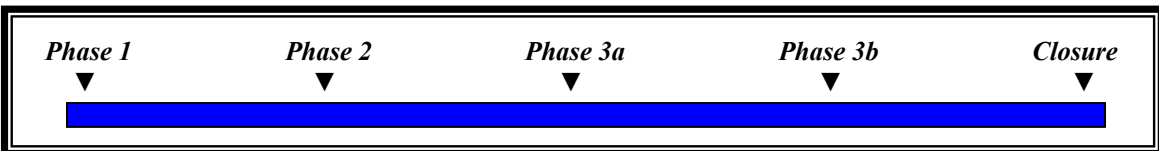
Self Rating:		Project completed.

Funding Releases:
PRB Fund Release of $260,000 for the Phases III with a new action item A111505-01 on 11/15/05. The released amount includes $180,000 to complete phase IIIb and is funded from the Freshwater Program contingency fund of $236,000, and $80,000 for phase IV work funded from the project's appropriated budget. Total budget appropriation is $3,232,284 of which $0 remains unreleased.

PRB approved, not released, the remaining Freshwater Program contingency in the amount of $56,000 as project contingency available for release if needed to complete the project.

Budget Details: Capital fund DNRP 4616, project #423550

Freshwater Contingency Fund for the project: $180,000 (PRB released) and $56,000 (available for release)
2004 Adopted Budget: $115,204
2003 Adopted Budget: $3,117,080

DNRP: WLRD - IT EQUIPMENT REPLACEMENT - ENVIRONMENTAL LAB

Sponsor:	Pava Sivam
Project Manager:	Dave Quickette
Project #:	N/A
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$67,480
Total 2007 Expenditures as of 12/31/07:	$32,265
Primary IT Goal	Risk Management
Project Type	Equipment replacement

Project Description:
This is a replacement of existing IT equipment in 2005 to support WLRD Environmental Lab operations.

Expected Benefits:
These IT purchases are needed to facilitate the efficient operations of the WLRD Environmental Laboratory by providing staff with the necessary technological tools to complete their 2005 work programs. These work programs will carryout the mission of the Water & Land Resources Division to sustain healthy watersheds, protect wastewater systems, minimize flood hazards, protect public health and water quality, preserve open space, working farms and forests, ensure adequate water for people and fish, manage public drainage systems, and protect and restore habitats.

This project—a general equipment replacement—does not relate to any particular performance measure, it merely allows the Environmental Laboratory to operate efficiently (so it generally applies to all performance measures).

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
This is a scheduled replacement of Environmental Laboratory computers and peripheral equipment.

Project Status/Activity:

Percentage of Equipment Replaced: 48%

Funding Releases:
Mar 2007 Funding Release: $67,480

Budget Details: Water and Land Resources Division Operating fund 1210
2008 Adopted Budget: $40,214
2007 Adopted Budget: $67,480
2006 Adopted Budget: $29,293
2005 Adopted Budget: $111,470
2004 Adopted Budget: $82,966

DNRP: WLRD - IT EQUIPMENT REPLACEMENT PLAN

Sponsor:	Steve Oien
Project Manager:	Sue DeLaat
Project #:	N/A
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$338,250
Total 2007 Expenditures as of 12/31/07:	This information was not reported.
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
This is a replacement of existing and/or purchase of new IT equipment in 2007 to support WLRD operations.

Expected Benefits:
These IT purchases are needed to facilitate the efficient operations of the WLRD staff by providing staff with the necessary technological tools to complete their 2007 work programs. These work programs will carryout the mission of the Water & Land Resources Division to sustain healthy watersheds, protect wastewater systems, minimize flood hazards, protect public health and water quality, preserve open space, working farms and forests, ensure adequate water for people and fish, manage public drainage systems, and protect and restore habitats.

This project—a general equipment replacement—does not relate to any particular performance measure, it merely allows the division to operate efficiently (so it generally applies to all performance measures).

Business Outcomes:
Efficiency
- [ ] Offers a positive return on investment (ROI)
- [x] Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- [ ] Improves accessibility of public records
- [ ] Improves accessibility to county services, resources, and/or officials
- [x] Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- [ ] Makes decisions and decision-related materials more easily available
- [ ] Supports ability to track long-term outcomes
- [ ] Supports visibility into the decision process
- [ ] Supports input and feedback related to countywide decisions

Risk Management
- [ ] Intended to improve security and provide legally mandated services and basic operations support

Other
- [ ] Fulfill regulatory requirements
- [x] Provide tactical agency operational improvements
- [ ] _____

Technical Outcomes:

Increases architectural flexibility

☐ Utilizes open standards
☐ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture

Improves data management

☒ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations

☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach:

Project Status/Activity:

Percentage of Equipment Replaced: This information was not reported.

Funding Releases:
2007 Funding Release: $0

Budget Details: Water and Land Resources Division Operating fund 1210/0741

2008 Adopted Budget: $213,215
2007 Adopted Budget: $338,250
2006 Adopted Budget: $220,604
2005 Adopted Budget: $241,287

DNRP: WLRD – WATER QUALITY DATA STORE ASSESSMENT

Sponsor:	Rob Mattern
Project Manager:	Doug Henderson
Project #:	423493
Initial Project Timeline:	01/01/2006 – 12/31/2006
Actual Project Timeline:	07/18/2006 – 12/31/2008
Total LTD Appropriated Budget as of 12/31/07:	$701,589
Total LTD Expenditures as of 12/31/07:	$227,546
Primary IT Goal	Customer Service / Access
Project Type	Implementation

Project Description:
This project calls for design and development of a centralized database designed to support Wastewater Treatment Division (WTD) and Water & Land Resources Division (WLRD) business needs for certified biological and chemical water quality data processed by the Water and Land Division's Environmental Laboratory. Specifically, the project would develop a new database for

WTD and WLRD which would replicate and transform data from the Environmental Lab's Laboratory Information Management System's database. The new database would feature an environmental indicator database, networking, and data publishing via a Web-based application deployed so that laboratory data can be accessed and used for decision-making purposes. This project is designed and planned to provide the end-user with easy, timely and reliable access to water quality data in formats that support the business needs. Further, it would provide tools to perform data analysis and allow data to be automatically downloaded into formatted spreadsheets and use graphical information techniques for data display.

This project is sponsored by the DNRP Wastewater Treatment Division in a collaborative joint venture with the Water and Land Resource Division's Science, Monitoring and Data Management Unit. It is a sub-project within WTD's IT Capital Asset Management Program.

Expected Benefits:
This project will provide the end-user with easy, timely and reliable access to water quality data in formats that support the business needs. It will also provide tools to perform data analysis and allow data to be automatically downloaded into formatted spreadsheets and use graphical information techniques for data display.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software

Other
☒ Standardizes or streamlines existing operations

☐ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:
Under development.

Project Status/Activity:
Developing a detailed Business Case and TQR for a potential implementation project.

PRB Phase Status:
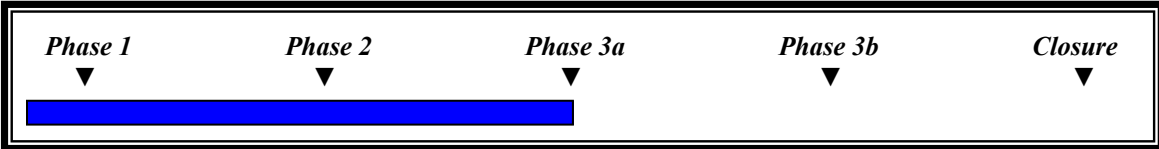
Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D073107-01 - The Board members present approved the scope as proposed and the release of $94,500 for phases II and IIIa. Total budget appropriation for the project is $503,035 of which $255,995 remains unreleased.

D011607-02 - The Board members present approved the release for phases I and II for $41,140 including contingency with the new action item #A011607-01. Total budget appropriation for the project is $234,250 of which $81,710 remains unreleased. The release was approved upon clarifications to the issues/concerns identified in the project materials provided in support of the funding release request.

D071806-02 - DNRP: Water Quality Data Store Assessment project has been approved as mid-year project. The Board members present approved the release of $111,400 for Phases I and II of DNRP: Water Quality Data Store Assessment. Total budget appropriation for the project is $234,250 of which $122,850 remains unreleased.

Budget Details:
2008 Adopted Budget: $198,554
2007 Adopted Budget: $268,785
2006 Adopted Budget: $234,250

DNRP: WTD - ASSET AND MAINTENANCE MANAGEMENT SYSTEMS

Sponsor:	Jim Maloney
Project Manager:	Ann Grothe
Project #:	423493 sub 401
Initial Project Timeline:	2003 – March 2007
Actual Project Timeline:	January 2001 – November 2008
Total LTD Appropriated Budget as of 12/31/07:	$4,650,000
Total LTD Expenditures as of 12/31/07:	$2,104,492
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
This project will include all necessary information technology implementation elements, including requirements, analysis and design, testing, deployment, and configuration, training and change management. The primary objectives of this project are as follows:
- Document and evaluate the existing Asset Management Program (AMP).
- Develop the new AMP.
- Develop the system and user requirement for the Asset and Maintenance Management System (AMMS).
- Prepare specifications for a Request for Proposals to select the AMMS and AMMS installer.
- Install AMMS

Expected Benefits:
The AMMS will provide a single access point for asset data. It will reduce the time required to collect, acquire and analyze asset data. As a tool, the AMMS will support WTD's goal of becoming a more data driven organization that manages risk appropriately; understands the total cost of ownership of WTD assets; and is able to easily determine asset condition.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☐ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☒ Makes decisions and decision-related materials more easily available
☒ Supports ability to track long-term outcomes
☒ Supports visibility into the decision process
☒ Supports input and feedback related to countywide decisions
Risk Management
☐ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

A phased approach will be used to procure engineering services. Phase I was awarded to allow subsequent phases to be added to the contract, after the preceding phase has be satisfactorily completed.

Phase I – Evaluate Existing Conditions and Develop AMP
- Document the existing asset and maintenance management activities to determine the current state of AMP.
- Develop the new AMP mission, goals and objectives (MGOs).
- Develop new asset and maintenance management strategies to achieve AMP MGOs.
- Create a plan to migrate from existing to new asset and maintenance management practices.
- Recommend a Continuous Quality Improvement Plan to monitor the effectiveness of the new AMP.
- Phase I Lessons Learned and Summary Report.

Phase II – AMMS Design
- Investigate and evaluate existing document management systems (DMS).
- Recommend and provide cost data for new DMS.
- Evaluate and make recommendations for the role of Mainsaver role in the new AMP.
- Establish data standards and user requirements for the AMMS.
- Assess the existing asset condition monitoring program and recommend modification.
- Develop asset criticality ranking matrix, services levels and specific maintenance activities to support AMP.
- Prepare AMMS Predesign Report
- Complete staffing analysis for AMP and AMMS
- Develop migration plan for AMMS.
- Prepare AMMS Final Design
- Vendor Evaluation and Selection: Develop criteria to evaluate and select the AMMS and the AMMS vendor/installer.
- Select AMMS and the AMMS vendor/installer
- Phase II Lessons Learned and Summary Report.

Phase III - Implementation
- Develop an implementation plan with county, consultant and vendor staff.

- Prepare specifications for hardware and ancillary software.
- Procure hardware and ancillary software.
- Develop inspection, test and commissioning procedures for the AMMS.
- Develop and implement training for AMMS.
- Install, inspect, test and commission AMMS.
- Phase IV Lessons Learned and Summary Report.
- Close Out Project

Project Status/Activity:

The key outcome of the Phase I, which completed successfully in January 2005, was the Strategic Asset Management Plan. Within Phase II, Jan/05 – Nov/08, a careful and concise evaluation of the MainSaver platform was conducted, and due to favorable outcome of the evaluation, a decision has been made to implement an upgraded edition of MainSaver. The scope of the project has changed significantly over the course of 2005. A consultant Quality Assurance was completed in March of 2006 and determined that the project was "plausible, concise, and on track".

Phase II began in January 2005, and now includes implementation of the AMMS. The schedule has been increased to accommodate a related maintenance process improvement effort being conducted by WTD maintenance staff. As maintenance best practices are identified, and processes are improved, the AMMS will be implemented to support those improvements.

PRB Phase Status:
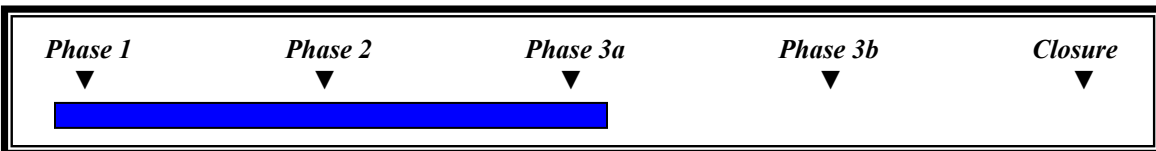
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
None.

Budget Details: Capital fund DNRP 4616, project #423086.

2003 Adopted Budget: $4,650,000

DNRP: WTD - CAPACITY CHARGE ECOMMERCE

Sponsor:	Tim Aratani
Project Manager:	Steve Tull
Project #:	
Initial Project Timeline:	December 2007 – April 2008
Actual Project Timeline:	December 2007 – April 2008
Total LTD Appropriated Budget as of 12/31/07:	$50,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Customer Service Accessibility
Project Type	Implementation

Project Description:
This projects calls for an implementation of e-commerce as the process to support Sewage Treatment Capacity Charge, Wastewater Treatment Division (WTD) of Department of Natural Resources and Parks (DNRP) to conduct business electronically with their customers and/or public at large using the internet as an enabling technology. The World Wide Web is becoming the global infrastructure for many business interactions.

This project is anticipated to be a work effort in providing the public an option to pay their Sewage Treatment Capacity Charge bill thru electronic payment options include, but are not limited to; Internet payment processing and interactive voice responses. Accordingly, the e-commerce would cover one or more of the following e-commerce activities:

- Informational (public) – making information regarding the program and its payment availability on the Internet to access the information
- Customer self-service (informational) – making information available on the Internet for the customers
- Customer self-service (payments) – Accepting customer transactions including payments through the internet
- Customer reporting – provide reporting such as change of ownerships
- Interactive self-service – providing interactive responses through e-mails for escrow requests from escrow companies through the websites

The implementation of the project would be designed and planned to provide the end-user with easy, timely and reliable access to Sewage Treatment Capacity Charge in formats that support the business needs.

Expected Benefits: The main benefits of the project are to the CC customers. It will allow them to make payments on the Web. As the number of customers making payments with this option increases, there will be fewer checks/payments that FBOD will need to process.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☒ Employs web-based technologies

  ☐ Utilizes commercial off the shelf software
  ☒ Leverages and/or extends integration architecture
Improves data management
  ☐ Increases data security
  ☐ Increases data privacy
  ☐ Improves data accuracy
  ☐ Reduces data redundancy
Improves technology operations
  ☐ Enhances system reliability
  ☐ Consolidates hardware/software
  ☒ Standardizes or streamlines existing operations
Other
  ☐ _____

Project Approach:

Project Status/Activity:

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		This is a 2008 project that has not started.

Funding Releases:
D121807-04 - The Board members present approved the release of $48,184.05 for Phases I-IIIb. Total budget appropriation for the project is $50,000 of which $1,815.95 remains unreleased.

Budget Details:
2007 Mid-Year Appropriation: $50,000

DNRP: WTD – CONSTRUCTWARE REPLACEMENT PROJECT

Sponsor:	Joe Barnett
Project Manager:	Sue Hildreth
Project #:	
Initial Project Timeline:	August 2007 – December 2007
Actual Project Timeline:	August 2007 – December 2007
Total LTD Appropriated Budget as of 12/31/07:	$60,000
Total LTD Expenditures as of 12/31/07:	$15,494
Primary IT Goal	Customer Service Accessibility
Project Type	Implementation

Project Description:
The Department of Natural Resources and Parks (DNRP) Wastewater Treatment Division's (WTD) Project Control Group was tasked with recommending whether or not an electronic document

management system would improve document access and productivity within the WTD Capital Program. The initial assessment focused on document management for capital projects during the construction phase, and considered wider application throughout WTD.

The recommendation of the initial assessment was that an electronic document management system should be implemented division wide for all capital project related documents. To mitigate risks, document management best practices will be researched and implemented prior to the evaluation, selection, purchase and implementation of the system.

Expected Benefits: Potential short term benefits would be a reduction in space needs, greater success in document retrieval, and improved responses to audit and report requests. The volume of paper files will also be reduced, allowing for better uses of valuable office space.

Long term benefits would be gained through the usability and accessibility of the system itself. Project documents would be easily shared throughout the planning, design and construction process and allow project documents to be accessed easily after project completion. Many systems allow project documents to be shared with external users such as consultants and contractors. Reliable access to project documents will improve document retrieval and allow staff to easily research and utilize information from related projects.

Business Outcomes:
Efficiency
- [ ] Offers a positive return on investment (ROI)
- [ ] Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- [x] Improves accessibility of public records
- [x] Improves accessibility to county services, resources, and/or officials
- [x] Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- [x] Makes decisions and decision-related materials more easily available
- [x] Supports ability to track long-term outcomes
- [x] Supports visibility into the decision process
- [ ] Supports input and feedback related to countywide decisions

Risk Management
- [ ] Intended to improve security and provide legally mandated services and basic operations support

Other
- [ ] Fulfill regulatory requirements
- [ ] Provide tactical agency operational improvements
- [ ] _____

Technical Outcomes:
Increases architectural flexibility
- [ ] Utilizes open standards
- [x] Employs web-based technologies
- [x] Utilizes commercial off the shelf software
- [ ] Leverages and/or extends integration architecture

Improves data management
- [x] Increases data security
- [x] Increases data privacy
- [ ] Improves data accuracy
- [x] Reduces data redundancy

Improves technology operations

☐ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other
☐ _____

Project Approach:

The initial assessment included information gathered from key users, past and current, of WTD's construction management software, which was implemented on a limited pilot test basis. Key potential users of electronic document control user were also interviewed. Information was gathered from related King County efforts, such as the ERMS project and workshops of stakeholders and technical advisors was conducted. A Project Development Report, detailing recommendations and scope for future project phases, was completed in December 2007 and is under review by WTD management.

Project Status/Activity:
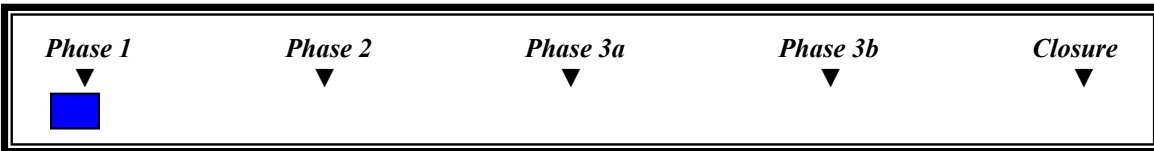
PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
■				

Self Rating:	■	Project is on track within scope, schedule and budget.

Funding Releases:

D091807-02 - The Board members present approved the release of $60,000 for phase I. Total budget appropriation for the project is $60,000 of capital funds from DNRP's WTD capital program (project 423998) of which $0 remains unreleased.

After completion of the Project Development Report, the total project cost is estimated at $875,000, including contingency, pending further definition of project scope and a detailed assessment of system of user needs. This estimate is based on a rough order of magnitude cost estimate, provided by Brown & Caldwell.

Budget Details:

2007 Mid-Year Appropriation: $60,000.

DNRP: WTD - IT Equipment Replacement - East Facilities

Sponsor:	Tim Aratani
Project Manager:	John Buffo
Project #:	423086
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$63,500
Total 2007 Expenditures as of 12/31/07:	$8,296
Primary IT Goal	Risk Management
Project Type	Equipment replacement

Project Description:
This is a replacement of existing and/or purchase of new IT equipment in 2005 to support WTD Capital projects at East facilities which includes the South Treatment plant in Renton.

Expected Benefits:
These IT purchases are needed to facilitate the efficient operations of the WTD capital program by providing staff with the necessary technological tools to complete their 2005 work programs. These work programs will carryout the mission of the Wastewater Treatment Division of protecting public health and the environment by conveying and treating the region's wastewater.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management

☒ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
This was annual equipment replacement work.

Project Status/Activity:
Percentage of Equipment Replaced: Approx 75% of 2007 replacement plan.

Funding Releases:
Feb 2007 Funding Release: $63,500

Budget Details: Wastewater Treatment Division Operating fund 4616 project 423086

2008 Adopted Budget: $88,000
2007 Adopted Budget: $63,500
2006 Adopted Budget: $28,500
2005 Adopted Budget: $50,015

DNRP: WTD - IT EQUIPMENT REPLACEMENT - ISS

Sponsor:	
Project Manager:	John Buffo
Project #:	423086
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$227,300
Total 2007 Expenditures as of 12/31/07:	$82,292
Primary IT Goal	Risk Management
Project Type	Equipment replacement

Project Description:
This is a replacement of existing and/or purchase of new IT equipment in 2005 to support WTD Capital projects at King St Building.

Expected Benefits:
These IT purchases are needed to facilitate the efficient operations of the WTD capital program by providing staff with the necessary technological tools to complete their 2005 work programs. These work programs will carryout the mission of the Wastewater Treatment Division of protecting public health and the environment by conveying and treating the region's wastewater.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
This was annual equipment replacement work.

Project Status/Activity:

Percentage of Equipment Replaced: Approx 50% was replaced of the 2007 plan.

Funding Releases:
Feb 2007 Funding Release: $227,300

Budget Details: Wastewater Treatment Division Operating fund 4616 project 423086

2008 Adopted Budget: $269,000
2007 Adopted Budget: $227,300

2006 Adopted Budget: $242,800
2005 Adopted Budget: $218,000

DNRP: WTD – IT EQUIPMENT REPLACEMENT - WESTPOINT

Sponsor:	
Project Manager:	John Buffo
Project #:	423086
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$32,800
Total 2007 Expenditures as of 12/31/07:	$8,296
Primary IT Goal	Risk Management
Project Type	Equipment replacement

Project Description:
This is a replacement of existing and/or purchase of new IT equipment in 2005 to support WTD Capital projects at West Point Facilities.

Expected Benefits:
These IT purchases are needed to facilitate the efficient operations of the WTD capital program by providing staff with the necessary technological tools to complete their 2005 work programs. These work programs will carryout the mission of the Wastewater Treatment Division of protecting public health and the environment by conveying and treating the region's wastewater.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies

☒ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
This was annual equipment replacement work.

Project Status/Activity:

Percentage of Equipment Replaced: Approx 75% of the 2007 plan.

Funding Releases:
Feb 2007 Funding Release: $32,800

Budget Details: Wastewater Treatment Division Operating fund 4616 project 423086.

2008 Adopted Budget: $90,900
2007 Adopted Budget: $32,800
2006 Adopted Budget: $77,300
2005 Adopted Budget: $64,771
2004 Adopted Budget: $82,792

DNRP: WTD - TREATMENT PLANT INFO SYSTEMS - SCS WESTPOINT PROJECT CONTROL

Sponsor:	Jim Pitts
Project Manager:	Rob Mattern
Project #:	423493 sub 106
Initial Project Timeline:	06/01/02 - 12/31/04
Actual Project Timeline:	8/03 – 10/06
Total LTD Appropriated Budget as of 12/31/07:	$1,987,513
Total LTD Expenditures as of 12/31/07:	$1,934,370
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
This project will include all necessary information technology implementation elements, including requirements, analysis and design, testing, deployment, and configuration, training and change management. The primary objective of this project is to standardize and replace WTD Plant Laboratory Information Management Systems (LIMS) and related reporting systems, as required for regulatory control and permitting. Elements of the project include the following:

- Acquisition of all necessary hardware and network connectivity
- Acquisition of all necessary software for database management, web-based application management, and decision support applications
- Specification and acquisition of analytical and reporting applications for decision support
- Design and implementation of automated data processing software for certifying and publishing lab data
- Migration of existing applications and informational data stores to the new system within each plant
- Redesign and implementation of work processes to maximize the effectiveness of the new system for each plant
- Design and implementation of applications and processes to provide for updating, backup, recovery, and fail-over
- Training for users and support personnel for software and the stored data

Expected Benefits:
This project will replace the existing lab systems at Westpoint and South Plant. The two plants will be on the same applications. Routine process lab work will be completed using the LabVantage Sapphire product, while data analysis, reporting and storage will be completed using the OSIsoft Historian and OPS SQL Enterprise.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability

☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach:
PHASE I – Pre-design Phase – Completed.
Phase I included all necessary work to complete the pre-design and included:

- Requirements & Functional Specification
- Document Operations Rules and Data Derivations
- Prototype Presentation

PHASE II – Final Design Phase – Completed.
The goal of this phase is to finalize the scope of work, schedule, and cost estimates to install Sapphire and the Plant Reporting System at a single location for use at South Plant and West Point. Hardware and additional software were evaluated and selected during this phase, including database servers, application servers, file servers, and web servers for each major WTD facility. A detailed implementation plan for hardware and software implementation was developed.

The functional requirements for system training, Business Objects and reporting, Data Migration, LimsLink Instrument Interfaces, Factory Acceptance Test (FAT), Site Acceptance Test (SAT) and other miscellaneous requirements were determined.

The functional requirements are divided into three sections: (1) General Requirements, (2) Major Functional Requirements, and (3) Implementation and workflow Programming Requirements.

Phase III – Implementation Phase – Completed.
The goal of this phase is to install Sapphire and the Plant Reporting System and bring the system on-line. The purpose of this phase is to:

- Procure all hardware and software components;
- Integrate relevant database, application, file and web servers;
- Implement data collection and data conversion tools and procedures;
- Configure the relational databases with actual data;
- Install Sapphire on appropriate server(s) and link the application to the database and data management system;
- Initiate system testing; and
- Configure new applications utilizing the operational rules and data structure developed in previous phases.

Phase IV – Maintenance and Training Implementation Phase – Completed.
The purpose of this phase is to finalize application acceptance testing, complete staff training and implement work processes and system maintenance procedures. During this phase, LabVantage will facilitate a workshop to establish practices and procedures – including documentation – for database backups, software updates, failover, recovery, access control, as well as for review and adjustment of work processes to effectively use the applications.

LabVantage shall identify different classes of users, define a training program and conduct the training sessions required to support Sapphire users. This phase instigates three levels of training for Division staff: (a) Level One Training, via typical vendor course offerings; (b) Level Two Training, which provides coaching for users; and (c) Level Three Training, which supports the adjustment of work processes as users become proficient in the use of the applications.

Project Status/Activity:
The installation of the LabVantage Sapphire product at both plants is complete. Deployment activities and training completed as of October/06. Project close-out activities completed Q2 2007.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
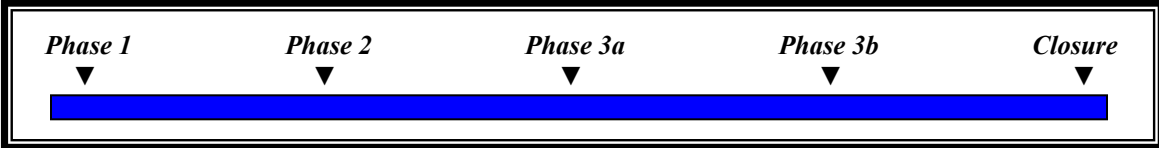
Self Rating:		Project is completed.

Funding Releases:
D032106-04 - The Board members present approved the release of $291,000 to complete Phase III of the DNRP: STP LARS Replacement/WPTP Lab System Upgrade project with the new action item A032106-05. Total project budget appropriation for the project is $1,922,545 of which $0 remains unreleased.

PRB approved Fund Release of $455,000 for the Phase 3b Implementation Solution and Phase 4 Production on 4/19/05.

Budget Details: Capital fund DNRP 4616; 423493.

2008 Operating Budget: $198,554
2006 Operating Budget: $64,968
2006 Adopted Budget: $292,545
2005 Adopted Budget: $243,245
2003 Adopted Budget: $636,755
2002 Adopted Budget: $750,000

DNRP: WTD – FMLA TRACKING DATABASE

Sponsor:	Gail Ohashi
Project Manager:	Tim Aratani
Project #:	
Initial Project Timeline:	1/2006 – 10/2006
Actual Project Timeline:	1/2006 – 2/2007
Total LTD Appropriated Budget as of 12/31/07:	$60,000
Total LTD Expenditures as of 12/31/07:	$60,000
Primary IT Goal	Fulfill a regulatory requirement
Project Type	implementation

Project Description:
Develop a FMLA and KCFML database that will assist Wastewater Treatment Division (WTD) staff in the following areas: (1) ensure compliance with federal laws and King County code, guidelines and policies and (2) ensure that employees are appropriately receiving benefits. The database will also provide information on worker's compensation benefits, job injury cases, accommodations and transitional duty.

The access database will consist of two main components; a case history component tracking activities associated with any employee disability accommodation or leave case, and a FMLA/KCFML eligibility and tracking component that tracks an employee's eligibility for and use of the Federal FMLA benefit and the King County Family Leave benefit on a rolling year.

Data for the case history component will be created and generated primarily by the WTD Disability Services Specialist for the purpose of consistent application and documentation of actions taken, obligations met, and issues pending. It includes document control, and a way to determine and document and audit WTD's compliance with FMLA, KCFML, ADA, WLAD, and King County's Disability Accommodation In Employment Policy and procedural issues.

The FMLA/KCFML and eligibility component will utilize time and labor data to track and document requirements for employee's eligibility and use. The data used is the daily time and labor detail entered by employees or timekeepers to document their work attendance, tasks while working, and reasons for absences. The data is downloaded each payroll period using established Peoplesoft queries, and subsets of existing "web reports". The data download leverages the detailed history that is coded when entering payroll data.

Expected Benefits:
The components individually and in conjunction will be used to provide reports that document compliance with the above mentioned laws and policies, as well as to provide management with timely and accurate information regarding the status of its workforce, including the ongoing use of intermittent FMLA/KCFML and its impact on daily staffing. Over time, historical trend data analysis will be used to perform staffing analysis to better budget and schedule the WTD workforce.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
   ☐ Increases data security
   ☐ Increases data privacy
   ☐ Improves data accuracy
   ☐ Reduces data redundancy
Improves technology operations
   ☐ Enhances system reliability
   ☐ Consolidates hardware/software
   ☒ Standardizes or streamlines existing operations
Other
   ☐ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:
Develop a FMLA and KCFML database that will assist Wastewater Treatment Division (WTD) staff in the following areas: (1) ensure compliance with federal laws and King County code, guidelines and policies and (2) ensure that employees are appropriately receiving benefits.

The access database will consist of two main components; a case history component tracking activities associated with any employee disability accommodation or leave case, and a FMLA/KCFML eligibility and tracking component that tracks an employee's eligibility for and use of the Federal FMLA benefit and the King County Family Leave benefit on a rolling year.

Project Status/Activity:
Tasks 1, 2, 4, 5, 6, and 7 of the Work Plan have been successfully completed. WTD has requested that the completion date of this project be extended from October 31, 2006 to February 28, 2007 to allow the consultant to transition staff.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
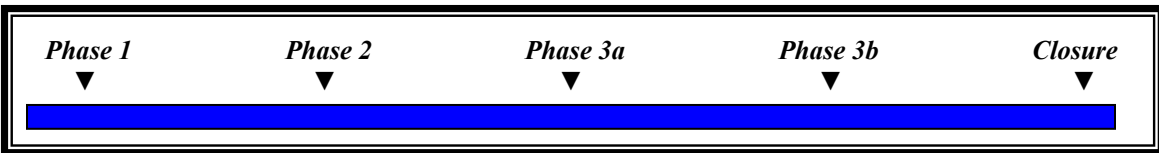
Self Rating:		Project completed.

Funding Releases:
D112106-04 - DNRP – FMLA Tracking Database: The Board members approved the release of $60,000 for phase IIIb. Total budget appropriation for the project is $60,000 of which $0 remains unreleased. The release was approved upon clarifications to the issues/concerns identified in the project materials submitted for the review.

Budget Details:
2006 Adopted Budget: $60,000

Department of Public Health

DPH: CBD/CAD INTEGRATION AT PORT OF SEATTLE

Sponsor:	Thomas Hearne
Project Manager:	Linda Culley
Project #:	377166, 377216
Initial Project Timeline:	Q4 2007 – Q3 2008
Actual Project Timeline:	Q2 2008 – Q1 2009
Total LTD Appropriated Budget as of 12/31/07:	$210,876
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:

The King County EMS Division is responsible for medical oversight for the Criteria Based Dispatch (CBD) Guidelines, the triage (sorting) tool used by emergency 911 dispatchers when callers request emergency medical assistance. Approximately 100,000 calls are processed annually by four dispatch centers in King County, outside the city of Seattle. This project meets a Line of Business for the EMS Division, specifically "To provide high quality emergency medical care and treatment to King County residents in order to increase survival and reduce disability from out-of-hospital medical emergencies." The project also meets the EMS Division Strategic Initiatives for the 2008-2013 EMS levy, directing the EMS Division to continue to use existing ALS resources more effectively and efficiently. These initiatives are an extension of several successful initiatives implemented during the 2002-2007 levy.

Public Health now proposes Phase III of this project which will integrate the CBD software with a new CAD system at the Port of Seattle, Airport Operations Communication Center. This project will result in benefits to customers of the EMS Division, including dispatch centers who will experience improved operational practices and enhanced quality improvement activities, fire departments and ALS providers who will experience improved call handling for their EMS units, and benefits to agencies outside King County who utilize the CBD Guidelines.

Expected Benefits:

Business Outcomes:

Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☒ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

Project Status/Activity:

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
█				

Self Rating:	█	This is a 2008 project that has not started.

Funding Releases/Decisions/Actions (2006):

Budget Details:
2008 Adopted Budget: $210,876

DPH: CRITERIA BASED DISPATCH GUIDELINES

Sponsor:	Thomas Hearne, PhD, Division Director
Project Manager:	Linda Culley, Manager, Community Programs
Project #:	377166
Initial Project Timeline:	5/17/05 - 11/30/06
Actual Project Timeline:	October 2005 - December 2007
Total LTD Appropriated Budget as of 12/31/07:	$395,213
Total LTD Expenditures as of 12/31/07:	$342,946
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
Phase I of this project automated the King County Criteria Based Dispatch Guidelines used by 911 communications centers to develop an application that provides the functionality of the paper-based CBD Guidelines while enhancing the ability to evaluate the guidelines efficacy and improve dispatch performance. Phase II of this project will integrate the CBD software with the Computer Aided Dispatch software at one major 911 communications center in King County.

Expected Benefits:
A successfully implemented project will benefit communications center dispatchers while performing their duties and will benefit citizens of King County when reporting medical emergencies to 911. Benefits to dispatchers include increased functionality of their primary call processing tool during medical emergencies. Benefits to program administrators include greater access to system wide data to evaluate how the CBD Guidelines are applied and the resulting impact on ALS call volumes in King County.

Business Outcomes:
Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility

☐ Utilizes open standards

☒ Employs web-based technologies

☐ Utilizes commercial off the shelf software

☒ Leverages and/or extends integration architecture

Improves data management

☐ Increases data security

☐ Increases data privacy

☒ Improves data accuracy

☒ Reduces data redundancy
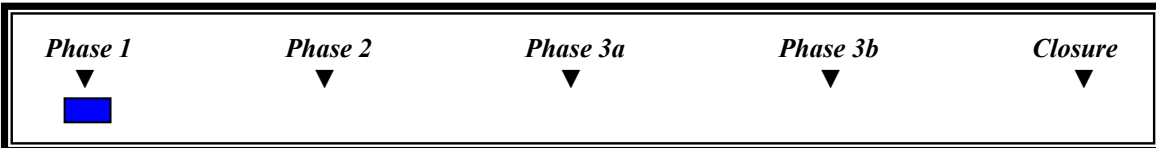
Improves technology operations

☒ Enhances system reliability

☐ Consolidates hardware/software

☒ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach:

Phase I of this project resulted in the development of new software to allow dispatchers to access an electronic version of the CBD Guidelines from their workstations at communications centers. Phase I was completed in July, 2006. A server that stores the backend SQL database is based at the Public Health downtown offices. This data repository is used to create QA reports that will be submitted to the EMS Division via a secure FTP server. Data will be exported periodically from the communications center to the EMS Division. Phase II will integrate the CBD software with the Computer Aided Dispatch software at Eastside Communications Center. The application will run on a production server located at the city of Bellevue and the data will be stored locally at the city of Bellevue. The data will be transferred periodically to the same data repository at Public Health that is used for Phase I using the secure FTP server.

Project Status/Activity:

Phase II of the project is on schedule and on budget and targeted for completion in April, 2007. Phase II products delivered in 2006 include a project plan, project schedule, design document, updated user interface mock-up, database design document and architecture design document, database development and several Phase I upgrades (included in Phase II work plan).

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
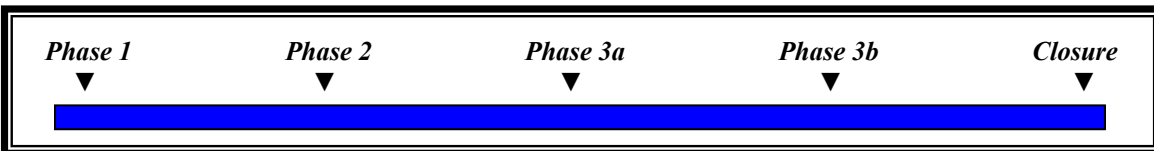
Self Rating:		Project completed.

Funding Releases/Decisions/Actions (2006):

Decision #D022106-06 (2/21/06) - The Board members present approved the release of $12,975 for the PH – EMS: Web-based Criteria Based Dispatch Guidelines project, for the vendor change order to complete CAD Integration discovery. Total project budget appropriation for the project is $268,900 of which $90,155 remains unreleased.

Decision #D081506-02 (8/15/06) - The Board members present approved the release of $63,553 for Phase II of Public Health - Criteria Based Dispatch Guidelines – CAD Integration. Total

budget appropriation for the project is $268,900 of which $26,602 remains unreleased. The funds required to complete the project are subject to Council approval. The project has no commitments to support integration in Port of Seattle.

Decision # D121906-04 (12/19/06) – PH: Criteria Based Dispatch Guidelines & CAD Integration: The Board members present approved the release for phase IIIb for $123,185 with the new action item #A121906-04. Total budget appropriation for the project is $395,213 of which $29,730 remains unreleased.

Budget Details:
2007 Adopted Budget: $126,313
2005 Mid-year Appropriation: $268,900

DPH: IT EQUIPMENT REPLACEMENT

Sponsor:	Ben Leifer
Project Manager:	Ben Leifer
Project #:	NA
Initial Project Timeline:	January 2007 - December 2007
Actual Project Timeline:	January 2007 - December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$675,000
Total 2007 Expenditures as of 12/31/07:	$622,115 $399,426 - 8011-H00507 for PC Replacement $222, 689 - 8011-H00007 for Server Replacement
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
Public Health developed and implemented a technology replacement strategy several years ago to ensure the stability of the core technical infrastructure. All of Public Health's business and operations is dependant upon a stable, up-to-date computing infrastructure. Since the development of the initial equipment replacement strategy in 1998, Public Health has broadened that strategy to encompass the hardware for the local area network (LAN) and workstation (personal computers). Public Health's Hardware Replacement Plan addresses the overall infrastructure functionality based on business needs and industry best practices.

The primary purpose of Public Health's Hardware Replacement Plan is to ensure the business needs are not compromised due to inadequate or obsolete computer equipment. The Hardware Replacement Plan is the roadmap Public Health uses in planning for equipment replacement.

In preparing Public Health's Hardware Replacement Plan, the following goals were identified. These goals are directly supported by a well-organized, well-funded replacement strategy.

- Provide achievable, best practice guidelines for technology equipment replacement.
- Provide a stable and reliable technology infrastructure to support Public Health's business needs and maintain existing functionality.
- Timely replacement of assets.
- Establish and implement computing infrastructure and desktop standards to be utilized throughout the Public Health Department.

- Standardize equipment through the use of one vendor.
- Contain purchasing costs and on-going expenses through standards.
- Ensure equipment replacement costs were identified and included in the annual budget process.

Expected Benefits:
- Equipment replaced as planned
- Minimal interruption of operations
- Improved system performance due to hardware improvements

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach: Follow OIRM's equipment replacement guidelines.

Project Status/Activity:

Desktop replacement project - 8011-H00507 - spent $399,426 for replacement of 435 out of the 435 pc's.
Server replacement project - 8011-H00007 - spent $222,689 for replacement of 29 out of the 34 servers.

Percentage of Equipment Replaced vs. 2007 Plan: 99%

Funding Releases:
Mar 2007 Funding Release: $675,000

Budget Details:
2008 Adopted Budget: $675,000
2007 Additional Operating Funds: $275,000
2007 Adopted Budget: $400,000
2006 Adopted budget: $400,000
2004 Adopted Budget: $635,000

DPH: Jail Health: Electronic Health Record

Sponsor:	Dorothy Teeter
Project Manager:	Lee Pollock / Judy MacCully
Project #:	377136
Initial Project Timeline:	July 2004 – June 2007
Actual Project Timeline:	July 2004 – Sept 2008
Total LTD Appropriated Budget as of 12/31/07:	$4,162,182
Total LTD Expenditures as of 12/31/07:	$2,063,585
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description and background:
King County is required by Federal law to ensure inmates housed in the County's correctional facilities are provided healthcare services.   Additionally, the Hammer consent decree calls for an accredited health care program for the inmates of the King County Correctional Facility ("KCCF").

Jail Health Services ("JHS") is a section of the Seattle King County Department of Public Health ("Public Health") that provides health services to the inmates of the facilities managed by the Department of Adult and Juvenile Detention ("DAJD").

JHS is staffed 24 hours a day, 365 days a year. The jail books about 53,000 arrestees each year. The average daily population (ADP) is 2,400. The population is 88% male and 12% female. It serves the detained adult population for all of King County. The average length of stay (ALOS) is 18 days. Jail Health provides services at the two Adult Detention facilities in Seattle, at the King County Correctional Facility (KCCF) and in Kent, at the King County Detention Facility at the Regional Justice Center ("RJC"). The National Commission on Correctional Health Care accredits both facilities.

Jail Health Services are focused on urgent, emergent, and chronic care. The difficulties of providing care in a locked facility with security restricted access contribute to the challenges of

providing these health services. Psychiatric and chemical dependency needs are endemic to the jail and are challenging to treat.

In the spring of 2002 the County Council issued to DAJD a proviso requiring an independent assessment of the healthcare services delivered in the jails and the manner in which those services are delivered to jail inmates. Wellcon, Inc was selected to do the assessment and their findings were outlined in a report in June of 2003.

Wellcon provided recommendations encompassing Risk Management, Cost Containment, Best Practices, and NCCHC Accreditation Requirements. One such recommendation in the Wellcon report was for JHS to migrate from a paper medical record to an electronic health record. The current paper medical chart system was identified as both high risk and high cost to Public Health and the County. According to Wellcon virtually every JHS-department and -process is affected by the inefficiencies inherent in the current paper-based medical records process. Wellcon posited that the effective implementation of an Electronic Health Record would solve many JHS problems. Additionally, JHS currently has no automated way of collecting operational, clinical, financial, or programmatic data on this population. JHS is unable to conduct financial profiling, access basic detainee patient information such as a count of patients by various diagnosis categories, count the number of patients who refuse care, or count the number of healthcare assessments conducted in a time period.

Wellcon's recommendation to migrate to an electronic health record was incorporated into JHS' Strategic Business Plan: Positioning Ourselves for the Future. Acquiring and implementing an Electronic Health Record ("EHR") is a cornerstone strategy within this plan and its number one priority. During the 2004 budget process the County Council approved $2,000,000 to purchase and implement an Electronic Health Record for JHS.

Expected Benefits:
JHS expects that as a result of implementing the EHR care and cost outcome will improve, as measured by:

- Pertinent healthcare data readily available to health care staff in support of improved patient care.
- Reduction in the amount of time to locate health care information resulting in more efficient use of staff resources and improved health care decision-making.
- Improved documentation and standardized charting practices reducing the risk of errors.
- Improved efficiency in health information management and improved compliance with regulations and rules governing the management of medical records

The EHR project involves re-engineering many JHS business processes and addressing some current areas of risk. Anticipated improvements include:

- immediate access by providers to the medical chart;
- elimination of a filing backup & misfiled charts;
- reduction in risk exposure to the County and Public Health;
- re-direction of work efforts of jail health staff;
- elimination of multiple charts;
- elimination of storage space currently used for paper-based medical records;
- producing evidence of compliance with NCCHC standards for accreditation;
- cost-containment through process re-engineering;
- better continuity of care for patients as they move from JHS to Harborview and other community health care providers

The EHR Project has established an analytical framework so that results can be measured over time. The Plan includes measures in the areas of speed of service (provider's access to charts); degree of accuracy of information in the electronic record; improved productivity; reduced cost of providing care; and improved quality-reduced errors.

Business Outcomes:
Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Provide tactical agency operational improvements
- ☒ Improve linkages with community based servers and other correctional facilities and support continuity of care for JHS inmate population
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Project Approach:
This project has investigated the Electronic Health Record (EHR) vendor market in order to assess the worth of an investment in an EHR, built a clear and strong business case, and selected a vendor. Working collaboratively with the vendor, Jail Health Services, is redesigning JHS workflows for the EHR environment and implementing the system. Jail Health Services has teamed with representatives from Public Health and hired a project manager and team to guide this process.

Project Status/Activity:
With the knowledge acquired from process redesign discussions with the vendor and various JHS user groups, and implementation strategy planning, the EHR Implementation Team opted to

implement the PEARL® Scheduling module to test end-user training and implementation strategies. A group of JHS administrative staff and nurses were trained and the Scheduling module went live on October 17, 2006.

Review of the Scheduling implementation and concentrated quality assurance testing was performed after go-live and continued through December. With the lessons learned from this review, the EHR Implementation Team and the JHS Leadership Team determined the most appropriate implementation strategy for the organization was to employ a rolling implementation schedule.

The EHR Steering Committee has adopted the following rolling implementation schedule:

EHR & PHARMACY IMPLEMENTATION SCHEDULE	DATE	STATUS
1. Appointment Scheduling	10/27/06	COMPLETED
2. Registration with Signature & DAJD Interfaces	1/18/07	COMPLETED
3. Provider Services	1/18/07	COMPLETED
4. Psych Services	2/01/07	COMPLETED
5. Nursing Services	4/23/07	COMPLETED
6. Dental Services	5/29/07	COMPLETED
7. Social Work Services	6/22/07	COMPLETED
8. Scanning Services	7/20/07	COMPLETED
9. Provider Group LAB Order & Results interfaces	9/20/07	COMPLETED
10. Faxing and Request For Information Services	1/08/08	COMPLETED
11. Referral Services	2/11/08	COMPLETED
12. Charge Capture Signature Interfaces: Encounters	4/02/08	COMPLETED
13. Charge Capture Signature Interfaces: E&M Coding	5/07/08	IN PROGRESS
14. Charge Capture Signature Interfaces: Nursing	6/19/08	SCHEULDED
15. Pyxis after hours Medication Cart	5/12/08	IN PROGRESS
16. Pyxis Interfaces with EHR	7/21/08	SCHEULDED
17. Pharmacy Services	7/28/08	SCHEULDED

PRB Phase Status:
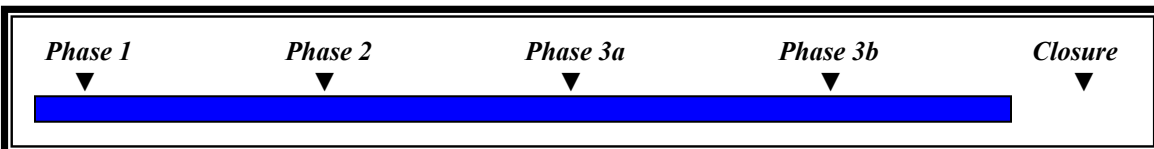
Self Rating:		Project is on track within scope, schedule and budget.

The EHR Project Team, with endorsement from the Steering Committee, reported a yellow project status on the March 2008 Project Monthly Monitoring Report to the PRB due to significant system response time performance problems. A subcommittee of the EHR Steering Committee, which includes project staff, staff from MIS, and the PAO's office, has been exchanging communications with the Vendor in search of an agreed to timely plan of action which will satisfactorily resolve the system performance issues. The JHS staff continues to experience and report daily episodes of system slowness and as such this is seen as requiring the Vendor's urgent attention. In April, the Vendor proposed an Alternative ASP Solution to the County in which most of the current system resources, now installed in BCA's Dalton GA Data Center, would be positioned in their own leased space at Fortress. The plan is not at a detailed enough level to offer the subcommittee assurances that the issues will be addressed and the system will be brought into compliance with the contract at no additional cost. A response letter has been sent

to BCA requesting clarity on these issues. The project will remain yellow until an agreed upon plan is developed and executed.

Project is on track within scope, schedule and budget.
Funding Releases and related PRB decisions:
D112007-02 - The Board members present approved the release of $351,730 in JHS Operating Funds and $375,000 in capital funds for phase IIIb. Total budget appropriation for the project is $4,162,182 of which $275,000 remains unreleased.

D120506-03 - The Board members approved the release for phases I, II, and III for $1,160,452 from PH operations funds for expenditures on the project thru June 2007. Total operating budget appropriation for the project is $1,160,452 of which $0 remains unreleased. The release of operating funds was approved upon approval of the revised Business Case, December 2006, and based on the PRB Standard Operating Procedure D101805-04.

D120506-02 - The Board members approved the release for phase IIIb for $454,790 from the project capital funds. Total capital budget appropriation for the project is $2,650,000 of which $650,000 remains unreleased. The release was approved upon approval of the revised Business Case, December 2006.

D091906-02 - The Board members present did not approve the DPH - Jail Health Services Electronic Health Record funding request. Total budget appropriation for the project is $2,000,000 of which $454,790 remains unreleased.

D092005-04 - The Board members present approved the release of $1,295,467 for Phase 3 with a condition that the new actions A092005-04 and A092005-05 are addressed. This release covers the IIIa phase work for PH staff and the vendor contract cost. Total 2005 budget appropriation is $1,750,257 of which $454,790 remains unreleased.

D041905 – The Board members approved JHS EHR project's Business Case for submission to council as requested by proviso.

D110104-03 – The Board members approved the release for phases I and II project planning of $249,743.

Budget Details: OIRM Capital fund 3771, project #377136.
2007 Adopted Capital Project Budget: $650,000
2008 Adopted Operating Budget: $251,574
2007 Operating Funds: $724,706
2006 Adopted Operating Budget: $469,875
2005 Adopted Operating Budget: $189,179
2004 Adopted Operating Budget $128,422
2005 Adopted Capital Project Budget: $1,750,000
2004 Adopted Capital Project Budget: $250,000

DPH: PUBLIC HEALTH CONTRACT MANAGEMENT SYSTEM

Sponsor:	Ben Leifer
Project Manager:	Jeffrey Brown
Project #:	377146
Initial Project Timeline:	January 2005 – December 2005
Actual Project Timeline:	4/25/06 – 12/31/07
Total LTD Appropriated Budget as of 12/31/07:	$245,616
Total LTD Expenditures as of 12/31/07:	$230,838
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
Public Health has reviewed our internal contract management processes and determined the need to replace the desktop application currently used to intake contracts with a vendor supplied contract management system. The vendor supplied contract management system will allow for complete end-to-end contract management and monitoring of all Public Health contracts.

To effectively and efficiently manage both the volume of our contracting business line and meet the regulatory requirements imposed by our diverse funding sources, a contemporary technology solution is essential. Public Health plans to procure a web-based contract and performance management system for Public Health enterprise implementation. We will be converting our current manual processes and Access database to an electronic end-to-end contract management system.

Expected Benefits:
- A completely transparent workflow that is accessible to all users; immediate status reporting
- Decrease in contract turn around time
- Improved quality of contract monitoring
- Ability for PH users to create, negotiate, manage and monitor all contract products
- Automatic alerts and notifications for required contract tasks
- Ability for users and stakeholders to craft management and enterprise reports to analyze financial commitments, monitor individual and aggregate contract performance and assess contracting alignment with divisional and departmental business plan
- Faster access by community partner agencies to contract funds
- Efficient use of staff time and potential re-alignment of current contract centric staff to other administrative functions
- Streamlined business operations using cost effective technology

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes

☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☒ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:

Increases architectural flexibility
☐ Utilizes open standards
☒ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☐ Increases data privacy
☒ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:

Public Health will work with the vendor to analyze current processes and determine how the application will best improve current operations and processes. Upon plan approval, the vendor will customize and implement the application according to our technical specifications. Testing the application and training of staff will conclude the implementation phase.

Project Status/Activity:

Project was held up in 2005 due to budget issues and was re-started in 2006. The Project GAP Analysis was conducted in April 2006, with both sides meeting to analyze current processes and develop an implementation plan for the application. Once again, because of budget issues, the Project was placed on hold for the remainder of 2006. In 2007 the Project was able to move forward through development, testing, training end users, and implementation. By the end of 2007, Public Health's new contract management system was in production.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Phase 4	Closure
▼	▼	▼	▼	▼	▼
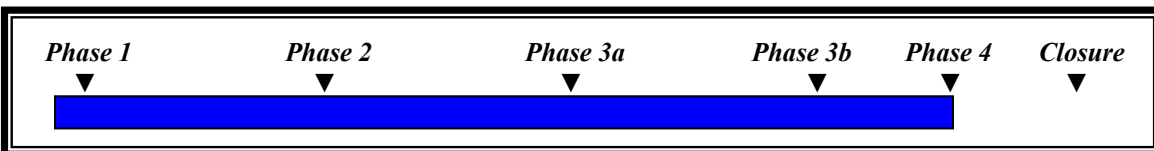
Self Rating:		Project implementation is completed and system is in production.

Funding Releases:

PRB approved Fund Release for $245,616 for Ph 1 - 5 on 03/24/05

Budget Details: Double budget with operating fund transfer;
Public Health Operating fund 1800 to OIRM Capital fund 3771, project #377146.

2005 Public Health Operating: $18,206
2005 Adopted Budget: $227,410, Double Budget PH Operating to OIRM Capital

Department of Transportation

DOT: AIRPORT – IT EQUIPMENT REPLACEMENT

Sponsor:	Robert I. Burke, AAE, Airport Director
Project Manager:	Joel Abanes/ Craig Soper
Project #:	
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$55,432
Total 2007 Expenditures as of 12/31/07:	$38,427
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
The PC Replacement project funds the replacement of personal desktop computers, laptops and peripherals (printers/plotters/projectors) when the age of the equipment exceeds the planned service life or the equipment is no longer able to meet current business needs.

Replacement work is performed by King County Airport staff. PC Replacement uses one of the countywide equipment contracts established for the purchase of PCs and laptops. Current asset life is 4 years for personal computers and laptops, 5 years for network printers and 4-6 years for peripherals such as plotters and specialized printers. Replacement machines come with operating systems but not Microsoft Office, since KCIA already has sufficient Microsoft Office licenses. Fewer printers are planned for replacement, as more needs are being met by leased copy/printers. PC and laptop standards are set and revised by OIRM.

Expected Benefits:
Equipment replaced as planned.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
    ☐ Utilizes open standards
    ☐ Employs web-based technologies
    ☒ Utilizes commercial off the shelf software
    ☐ Leverages and/or extends integration architecture
Improves data management
    ☒ Increases data security
    ☒ Increases data privacy
    ☐ Improves data accuracy
    ☐ Reduces data redundancy
Improves technology operations
    ☒ Enhances system reliability
    ☐ Consolidates hardware/software
    ☒ Standardizes or streamlines existing operations
Other
    ☒ Current hardware supports current software (esp OS) which reduces risk from malware.

Project Approach: Follow OIRM's equipment replacement guidelines.

Project Status/Activity:

Percentage of Equipment Replaced: 90% of planned replacements.

Funding Releases:
Feb 2007 Funding Release: $55,432

Budget Details:

2008 Adopted Budget: $58,000
2007 Agency Operating Funds: $55,432

DOT: AIRPORT – SECURITY IMPROVEMENTS (AIRPORT CABLING SYSTEM)

Sponsor:	King County International Airport/Boeing Field Department of Transportation
Project Manager:	Rick Renaud/John Weidenfeller
Project #:	001392
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total LTD Appropriated Budget as of 12/31/07:	$725,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Design and Engineering

Project Description:
The Airport is responsible for "public protection" which generally means to prevent the inadvertent access to the airport by vehicles and pedestrians on the airport movement areas and/or tenant operating areas. In order to adequately provide for security and at gates and

points of entry, the Airport is proposing integration of all gates and entry points into a security access software database currently in place. In 2007, the Airport budget appropriation included $125,000 to analyze options and design and engineer system linkage of the gates and entry points. The options that will be evaluated are: fiber optic installation, wireless systems, and road cable.

Expected Benefits:
The expected outcome is an integrated engineering design plan, costing-out with options so we can implement the optimal system to link our badging, facilities, gates, and other entry points in 2008. This will facilitate and enhance the Airport's risk management posture. This project leverages existing technology, improves the span of control, and provides timely viewing of access histories.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records
☒ Improves accessibility to county services, resources, and/or officials
☒ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☐ Makes decisions and decision-related materials more easily available
☒ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions

Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☒ Increases data privacy
☒ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
The Airport Engineer is working with a consultant to review possible alternatives which may include a fiber optics, wireless, or road cable systems. Evaluation of alternatives is estimated to be completed by 3/28/07. Once the optimal option is selected, designed and engineered, the intent is to complete the system installation and begin use in 2008.

Project Status/Activity:
A work order contract was initiated on 2/21/07. Analysis of options is ongoing and is estimated to be completed by 3/28/07. The optimal solution will be recommended. A preliminary scope of work is estimated to be available by 4/25/07. The 2008 budget estimate for installation and construction costs will be developed by 6/15/07. Note that $800,000 is reserved in the 2008 CIP budget. The preliminary design (50%) is estimated for completion by 6/27/07. We plan to prepare final design and bid documents by 11/28/07 with implementation & completion of the project in 2008.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D082107-03 - The Board members present approved the release of $110,100 for phase II. Total budget appropriation for the project is $125,000 of which $14,900 remains unreleased.

Budget Details:
2008 Adopted Budget: $600,000
2007 Adopted Budget: $125,000

DOT: FLEET - PERSONAL COMPUTER REPLACEMENT

Sponsor:	Windell T. Mitchell.
Project Manager:	Jose DeLeon
Project #:	
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$52,900
Total 2007 Expenditures as of 12/31/07:	$36,780
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
The PC Replacement project funds the replacement of personal desktop computers, laptops and peripherals (printers/plotters/projectors) when the age of the equipment exceeds the planned service life or the equipment is no longer able to meet current business needs.

Replacement work is performed by King County Fleet Administration staff. PC Replacement uses one of the countywide equipment contracts established for the purchase of PCs and laptops. Current asset life is 4 years for personal computers and laptops, 5 years for network printers and 4-6 years for peripherals such as plotters and specialized printers. Replacement machines come with operating systems. Fewer printers are planned for replacement, as more needs are being met by leased copy/printers. PC and laptop standards are set and revised by OIRM.

Expected Benefits:
Equipment replaced as planned.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☐ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☐ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☒ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☒ Current hardware supports current software (esp OS) which reduces risk from malware.

Project Approach:
This is an ongoing project operating in the implementation phase with no end date.
Replacement work is performed by King County Metro staff.

The Transit PC Replacement project now uses the Dell Countywide equipment contract established for PCs and Laptops.

- Current asset life is 4 years for personal computers and laptops, 5 years for network printers and
  4-6 years for peripherals such as plotters and specialized printers. These agree with lifecycles discussed in King County's Equipment Replacement Best Practices and Guidelines.
- Replacement machines come with operating systems but not Microsoft Office, since King County Metro (KCM) already has sufficient Microsoft Office licenses.
- Operating System (OS) upgrades are purchased every 4-5 years to maintain a uniform desktop environment. Most OS upgrades occur with machine replacement.
- Functionality of the computers is increasing (more RAM, more storage) even though the actual chipset of the machine has been frozen to accommodate quick/easy desktop deployment.

Project Approach: Follow OIRM's equipment replacement guidelines.

Project Status/Activity:

Percentage of Equipment Replaced: 25.7%

Funding Releases:
Mar 2007 Funding Release: $52,900

Budget Details: Capital fund Transit 3641, project #432279.

2008 Adopted Budget: $10,000
2007 Agency Operating Funds: $52,900

DOT: ROADS – IT INFRASTRUCTURE REPLACEMENT

Sponsor:	Linda Dougherty
Project Manager:	Greg Scharrer
Project #:	
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$503,000
Total 2007 Expenditures as of 12/31/07:	$503,000
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
The IT Infrastructure Replacement project funds the replacement of personal desktop computers, laptops, network items and peripherals (printers/plotters/projectors) and business software when the age of the equipment exceeds the planned service life or the equipment is no longer able to meet current business needs.

Replacement work is performed by King County Roads LAN staff. IT Infrastructure Replacement uses one of the countywide equipment contracts established for the purchase of PCs and laptops.

Current asset life is 4 years for personal computers and laptops, 5 years for network printers and 4-6 years for peripherals such as plotters and specialized printers. Replacement machines come with operating systems. Fewer printers are planned for replacement, as more needs are being met by leased copy/printers. PC and laptop standards are set and revised by OIRM.

Expected Benefits:
Equipment and software upgraded or replaced as planned.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☒ Current hardware supports current software (esp OS) which reduces risk from malware.

Project Approach:
This is an ongoing project operating in the implementation phase with no end date. Replacement work is performed by King County Roads LAN staff.

The Roads IT Infrastructure Replacement project now uses the Dell Countywide equipment contract established for PCs and Laptops.

- Current asset life is 4 years for personal computers and laptops, 5 years for network printers and
  4-6 years for peripherals such as plotters and specialized printers. These agree with lifecycles discussed in King County's Equipment Replacement Best Practices and Guidelines.
- Replacement machines come with operating systems but not Microsoft Office, which is updated on a 3-4 year replacement cycle.
- Operating System (OS) upgrades are purchased every 4-5 years to maintain a uniform desktop environment. Most OS upgrades occur with machine replacement.
- Functionality of the computers is increasing (more RAM, more storage) even though the actual chipset of the machine has been frozen to accommodate quick/easy desktop deployment.

Project Approach: Follow OIRM's equipment replacement guidelines.

Project Status/Activity:

Percentage of Equipment Replaced: 100%

Funding Releases:
Feb 2007 Funding Release: $503,000

Budget Details: Road fund 103

2008 Adopted Budget: $503,000
2007 Adopted Budget: $503,000

DOT: TRANSIT - ADA BROKER EQUIPMENT

Sponsor:	Park Woodworth
Project Manager:	Janey Elliott
Project #:	A00331
Initial Project Timeline:	1993 - Q4 2005
Actual Project Timeline:	1993 - 12/31/2008
Total LTD Appropriated Budget as of 12/31/07:	$1,093,245
Total LTD Expenditures as of 12/31/07:	$984,740
Primary IT Goal	Customer Service/Accessibility
Project Type	Implementation

Project Description:
Funding from this project has been used for the ongoing purchase and/or upgrade of telephone, computer and related hardware and software required to operate Metro's ADA Paratransit program. The project funded the original ACCESS call center telephone/ACD system and computerized scheduling/dispatch system in 1993.

In 1996, the project funded hardware for a Wide Area Network to allow real-time dispatching and other data communications between broker, service operators and Metro administrative staff. In 2000, this project funded licenses to migrate to the Windows version of the scheduling/dispatch software and to add its ADA certification module. In 2001, the project funded an interactive voice response (IVR) system that allows riders to use a touch-tone phone to cancel or confirm rides 24 hours per day. In 2006, the first phase of the IVR dial-out module was implemented,

allowing dispatchers to initiate calls to notify riders that their Access van is a few minutes away. Driver-initiated IVR calls and automated booking through the IVR system will be implemented in 2007.

Expected Benefits:
- Enhanced functionality of Access IT systems.
- Allow riders to book calls without the assistance of a call taker and outside of call center reservation hours through Access IVR system's Automated Booking module.
- Allow Access interactive voice response system to notify customers that their van is a few minutes away, thus enabling the implementation of curb to curb service.
- Use IVR Dial-out module will to notify Access riders that their eligibility is expiring.
- Use Dial-out to notify Access subscription riders going to non-life-sustaining medical destinations that their rides are cancelled on holidays and must be booked as demand rides.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
This is an ongoing project. The current work consists of enhancements to an existing system. Project management for the project is provided by *A*ccess Operations staff and not charged to the capital project. Hardware, software and implementation services are provided by the vendors.

Project Status/Activity:
During prior years, implemented automated confirm/cancel module, completed development of the Automated Booking module; conducted live testing and focus groups with ACCESS riders. Dial-Out module was completed in 2007, and is now used extensively for dispatch-initiated calls to alert riders that the Access van is approaching, Access eligibility expiration reminder calls, and holiday subscription ride cancellation notices. Driver-initiated dial-out will be implemented in 2008. Also, the IVR system will be upgraded to current technology, including text-to-speech for dial-out calls.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
None.

Budget Details: Capital Transit fund 3641; Appropriation project #A00331.

2003 Adopted Budget: $41,740
Prior Appropriation: $1,051,505

DOT: TRANSIT **- ADA M**OBILE **D**ATA **T**ERMINALS

Sponsor:	Park Woodworth, Transit
Project Manager:	Janey Elliott
Project #:	A00010
Initial Project Timeline:	Q3 1995 - Q3 2005
Actual Project Timeline:	4/30/2002 – 3/31/2008
Total LTD Appropriated Budget as of 12/31/07:	$2,549,190
Total LTD Expenditures as of 12/31/07:	$2,482,694
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
This project provides hardware and software integration to automate the transmission and collection of Paratransit data through Windows CE-based mobile data terminals (MDTs), odometer readers and global positioning-based automatic vehicle location (AVL) equipment in each *A*ccess vehicle, and integrates this data with the Trapeze scheduling/dispatch software.

The system will allow real-time data collection, reduce voice radio traffic, and minimize dispatch and data entry staff requirements.

Expected Benefits:
- Increase the productivity of Paratransit service.
- Reduce the amount of time spent reconciling manifests with scheduling system data (trip editing).
- Reduce the amount of voice radio traffic between drivers and dispatch.
- Improve data availability and turnaround time for scheduling, NTD, etc.
- Allow ACCESS interactive voice response system to notify customers that their van is a few minutes away, thus implementing curb to curb service.

The project supports the Transit core business goal of providing paratransit services to the disabled.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations
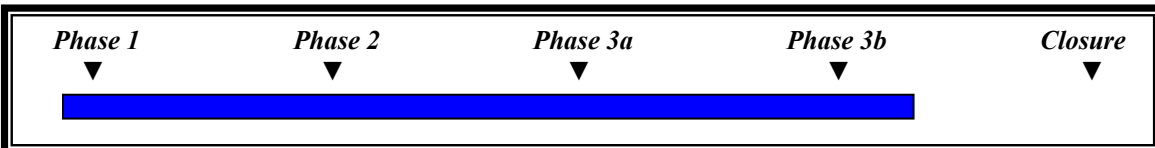
Other
- ☐ _____

Project Approach:
Project management for the project is provided by ACCESS staff and not charged to the capital project. Hardware, software and implementation services are provided by the vendors. Technical support is provided by IT staff in the contracted ACCESS call center.

Project Status/Activity:
- Rollout in Access fleet completed April 2004. Units have been used in production since then.
- MDT Windows CE operating system X-scale upgrade completed 2Q 2006
- Project met acceptance standards in October 2006.
- Infrastructure for interface to Interactive Voice Response Dialout module completed 4Q 2006; will allow drivers to initiate calls to notify riders that van will arrive shortly. Implementation expected in 2Q 2008
- Project closeout expected by March 2008.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
Decision #D021903-10 – The board confirmed the Funding Release requests that were voted on at the January 15, 2003 PRB meeting. The funding requests were for the ADA Mobile Data Terminals project for $1,990,535 for Phases 3 and 4; Law, Safety Justice – Integration project for $500,000 for Phase 2; and E-Commerce Pilot project for $454,301 for Phases 2 and 3.

Budget Details: Capital Transit fund 3641; Appropriation project #A00010.

2003 Adopted Budget: $1,963,535
Prior Appropriations: $585,655

DOT: TRANSIT - ADA SYSTEM ENHANCEMENTS FOR COORDINATED TRANSPORTATION

Sponsor:	Park Woodworth
Project Manager:	Janey Elliott
Project #:	A00571
Initial Project Timeline:	December 2005 – June 2006
Actual Project Timeline:	December 2006 – December 2009
Total LTD Appropriated Budget as of 12/31/07:	$209,500
Total LTD Expenditures as of 12/31/07:	$57,226
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
This project adds functionality to the existing Trapeze paratransit scheduling/dispatch system. The project funds the purchase of the Trapeze Itinerary Planning Analysis (IPA) module, which creates an interface to the ATIS fixed route trip planning system.

The IPA module will assist in enforcing conditional ADA eligibility, an element of the 1999 paratransit policy ordinance. The module also provides analytical tools to document comparability of paratransit travel times to those on fixed route and to identify paratransit trips that could not have been taken on fixed route. It is expected to allow the scheduling system to make Access trip lengths more comparable with those on fixed route.

Expected Benefits:
Business
- Divert rides by conditionally ADA eligible riders from ACCESS to the much less costly fixed route service.

Technology
- Integrate a new module with existing ACCESS scheduling and dispatch software and hardware.

The project supports the Transit core business goal of providing paratransit services to the disabled.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy

☐   Reduces data redundancy

Improves technology operations

    ☐   Enhances system reliability

    ☐   Consolidates hardware/software

    ☐   Standardizes or streamlines existing operations
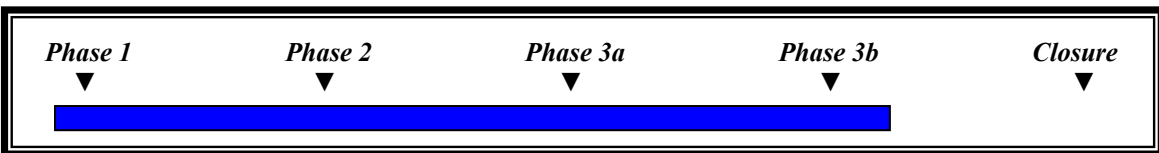
Other

    ☐ _____

Project Approach:

The project is managed by existing Transit staff. Technical support is provided by contracted *A*ccess call center staff. The project adds vendor supplied modules to be integrated with existing applications.

Project Status/Activity:

The scope and budget of the ADA System Enhancements project were reduced in the 2006 CIP process, when the Trapeze web booking module was removed from the project. Staff re-negotiated project pricing with the vendor during 2006. As soon as PRB authorized release of funds for the project in December 2006, the revised contract was returned to the vendor for signature. Work for the first phase of the project, the Trapeze IPA module was completed in June 2007. This module creates an interface between the Trapeze scheduling system and the ATIS fixed-route trip planner. WSDOT grant funding for the second phase of the project, Web Booking, was approved for the 2007-09 biennium and approved in the 2008-09 CIP budget. Work on this module will be completed by June 2009.

PRB Phase Status:
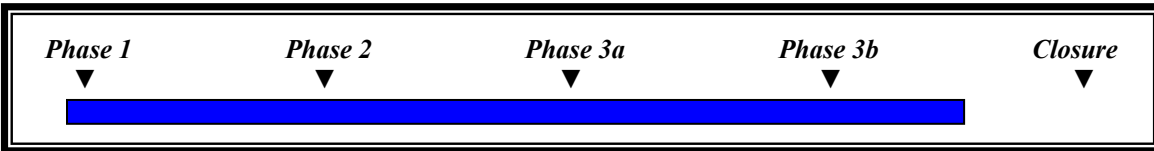
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:

D121906-05 - DOT: ADA System Enhancements: The Board members present approved the revised project scope and cost with the new action items #A121906-05 and #A121906-06. The CIO approved Level 1 self-monitoring request. The funds of $59,500 (including $55,000 in capital funds and $4,500 in operating funds) are considered released. The release was approved upon clarifications to the issues/concerns identified in the project materials submitted for the review.

Budget Details: Capital fund Transit 3641, project #432720, #430468

2008 Adopted Budget: $150,000
2007 Adopted Budget: $4,500
2006 Appropriation Reduction ($48,500)
2005 Adopted Budget: $103,500

DOT: TRANSIT - BOSS REPLACEMENT

Sponsor:	Wayne Watanabe
Project Manager:	Ray Burgess
Project #:	432111, 432690
Initial Project Timeline:	May 2004 – Aug 2007 (current effort only)
Actual Project Timeline:	May 2004 – June 2008
Total LTD Appropriated Budget as of 12/31/07:	$6,466,710
Total LTD Expenditures as of 12/31/07:	$6,302,072
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
This project will replace the existing systems that support the following transit operations functions: employee work pick, assignment planning, daily driver dispatching, attendance and timekeeping; with one single, integrated system. These functions are currently supported by several systems including BOSS, TOPS, and PICK. This project addresses the following business needs:

- Ability to easily modify work rules and pay rules to support changing business requirements or changes resulting from contract negotiations.
- Provide adequate reporting capabilities. There is no report writer that works with the current system, so reports must be manually programmed.
- Integrate data with other Transit and King County systems. The current systems are composed of several sub-systems, which operate on three different platforms. The exchange of data between these applications is a manual process and, therefore, error prone.
- Use current, supported operating systems and hardware. Existing systems reside on outdated, aged hardware and operating systems. The company that built the computer and operating system that BOSS runs on, PRIME, went out of business. Support for the hardware is contracted through a third party, NCE, and provided by OIRM. Because of the age of the hardware, parts and knowledgeable technicians are limited. Support costs will increase and become less available. The Transit department and OIRM have given top priority to moving mission-critical systems from PRIME computers onto new, maintainable, hardware platforms.

Expected Benefits:
Business:
- Replace the existing system with one that is more flexible, supportable and includes adequate reporting capabilities.
- Ongoing computer support costs are at or below current levels.
- Provide an integrated solution for Base Operations planning, dispatching and pick functions.
- Upgrade the existing Hastus Scheduling modules to current vendor release levels.

Technology:
- Old, outdated hardware is replaced with the latest supported technology.
- Scheduling and Operations data are integrated.
- Reduce the number of supported platforms from three to one.

This project supports two of King County Metro's core businesses: providing regularly scheduled bus service and providing contracted services. Consolidating servers and server support is one of the strategies in the Transit Technology Systems Strategic Plan.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☒ Old, outdated hardware is replaced with the latest supported technology.

Project Approach:
- The current project effort is funded by a legal settlement between King County and Canadian Commercial Corporation; guarantor of the Teleride software development efforts that failed to produce a workable system for King County Metro Transit.
- Project team at King County comprised of employees from Operations and Transit Information Technology.
- Project team from designated vendor that will work together with King County team during specification, design, and implementation.
- Two staged implementation approach:

- The first stage defined the design specifications and system configurations. During this time the teams performed a gap analysis to determine the critical functions not being met by the vendor package and defined solutions to provide for the missing functionality. A final analysis was completed and the decision made to enter into a contract with Canadian Commercial Corporation and GIRO to acquire additional modules of the HASTUS transit management system and implement these modules along with King County Metro required customizations to meet our BOSS Replacement requirements. The contract was signed on March 31, 2005.

- The second stage is the actual implementation with GIRO developing customizations to their standard HASTUS system to meet King County Metro requirements and Transit IT staff developing the required data interfaces and additional reports required by Operations.

Project Status/Activity:
The project is in the implementation phase.

During 2005, the detailed analysis between King County Metro and the replacement product vendor (GIRO) to develop a detailed functional analysis, product configuration, data interface specifications, detailed schedule and contract was completed. The actual replacement product implementation (Stage 2) began with the contact signing in March 2005. A decision was made to extend the project schedule in order to implement version 2006 of the vendor software and reduce the number of required customizations.

A version upgrade of the current Hastus Scheduling system in use by Service Development was completed as scheduled in May 2006. GIRO completed the BID module customizations by August 2006 with production implementation by King County Metro completed for the January 2007 work pick.

The final production rollout of the HASTUS Daily Operation modules with required King County Metro customizations for all transit bases is currently estimated to be completed during the 2nd quarter of 2008 to take advantage of base staffing and avoid tunnel reopening conflicts.

The PRB requested Quality Assessment was completed in August 2005 by MTG Management Consultants and the $20,000 cost was paid out of contingency funds. The BOSS Replacement project received an overall rating of 3.82 on a 4.0 scale.

PRB Phase Status:
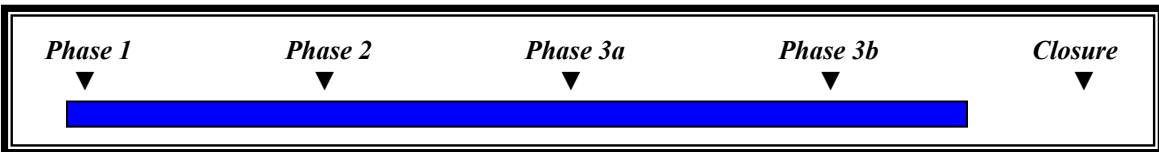
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Warning, Consider corrective action or monitor previous corrective action. Corrective Action is in development.

Funding Releases:
D052907-04 - The Board members present approved the release of $149,995 for phase IIIb. Total budget appropriation for the project is $6,397,485 of which $0 remains unreleased. The Board members present approved the release of the 2008 appropriation of $69,225 for phase IIIb contingent upon Council approval.

Prior - PRB approved fund release for Phase 3b $1,219,390 on 1/21/05 with the following conditions:
- Transit will confirm to the board that a mitigation plan is in place that provides the appropriate level of resources needed to address a failure scenario and is approved by the department director; (Confirmed)
- The approved funding release amount of $1,219,390 does not include project contingency amount of $150,000.
- A sum of $35,000 would be reserved from the 2005 budget for a Quality Assessment review of the project.

The released amount includes 2006 project funding that was identified in the 6-year CIP program adopted in 2005 in the amount of $366,000. The PRB did not approve the project contingency amount of $150,000. The Project Review Board did not approve the $4,703,098 of funds spent before the restart of this project.

Budget Details: Capital Transit fund 3641; Appropriation #A00326. (Projects 432111 and 432690)

2008 Adopted Budget: $69,225
2007 Adopted Budget: $415,998
2005 Adopted Budget: $902,489
2004 Adopted Budget: $166,000
Prior Year Appropriations: $4,912,998

DOT: TRANSIT – DIGITAL VIDEO REPLACEMENT

Sponsor:	Wayne Watanabe
Project Manager:	Roland D. Bradley
Project #:	A00505
Initial Project Timeline:	January 2006 – June 2008
Actual Project Timeline:	September 2006 – June 2008
Total LTD Appropriated Budget as of 12/31/07:	$938,578
Total LTD Expenditures as of 12/31/07:	$33,630
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
The Digital Video Camera Replacement Project will solicit proposals, and award contract for the purchase of digital video recorders and associated equipment for an estimated 100 transit coaches. The goal is to deter criminal activity and obtain video images for use in support of police investigations, criminal prosecutions and claims mitigation.

Video files can be used by the following County departments/agencies:
- Transit Police – to determine what actions will be taken and what other agencies or offices might need to be involved.
- Prosecuting Attorney Office – to assist in convicting passengers who are involved in crimes on METRO coaches.
- Safety/Risk Management and Claims Adjustment Company – to investigate liability claims.

Key features of the new Digital Video Recording system include the following:

- Continuous data storage for fifteen days.
- The stored video files are impervious to alteration and tampering through the use of digital encryption/authentication.
- A diagnostic program reports the daily operational status of each system via email.
- The system can provide up to 8 inputs.
- Video files can be transferred to CDs for long term storage and retrieval
- With the appropriate equipment, Transit Police can view live video on a coach from 1,000 feet.

The objectives of the Digital Video Camera Replacement Project are:
- Replace end of life equipment purchased by the Digital Video Recording System Project.
- Reduce on-board criminal activity.
- Provide a reliable source of documentation for risk management to utilize in claims investigations.
- Provide high-quality video images that identify perpetrators and support police investigations.
- Reduce infractions against Metro's Code of Conduct.
- Improve operator and passenger perception of Transit security and safety.

Expected Benefits:
- Provide a reliable source of documentation for risk management to utilize in claims investigations.
- Provide high-quality video images that identify perpetrators and support police investigations.
- Reduce infractions against Metro's Code of Conduct.
- Providing the feeling of a safe environment for passengers and operators.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
This project will solicit and evaluate proposals from Digital Video Recording Systems vendors. The contract will be awarded to the vendor that meets the county's business, technical, functional, and price requirements. The product must have a proven record of stability and reliability and be capable of integrating with the County's current wireless infrastructure.

The successful vendor will be responsible for providing equipment and training Transit Vehicle Maintenance staff on installation.

Project Status/Activity:
Phase 2 funding release was used to develop a scope of work, publish an RFP, manage the procurement process, and select a vendor.

This project utilizes the remaining appropriation from Transit Security Enhancements. That project had a total budget of $3,161,470 and spent a total of $2,222,893 leaving the $938,577 available for this project.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
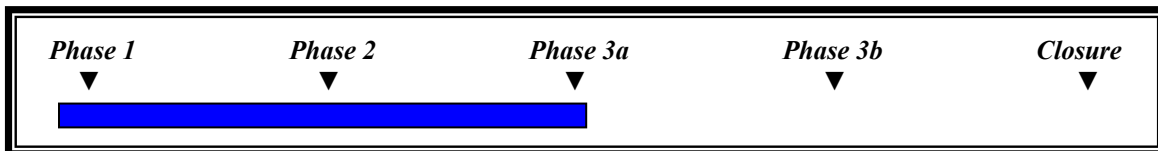
Self Rating:	🟩	Project on track within scope, schedule, budget with risks and issues being managed

Funding Releases:
D101607-03 - DOT: Video Camera Replacement: The Board members present approved the release of $840,474 for Phases IIIa and IIIb with condition A101607-04. Total budget appropriation for the project is $938,578 of which $68,104 remains unreleased

D121906-06 - DOT: Digital Video Camera Replacement Project: The Board members present approved the release for phase IIIb for $30,000 with the new action item #A121906-07. Total budget appropriation for the project is $938,578 of which $908,578 remains unreleased. The release was approved upon clarifications to the issues/concerns identified in the project materials submitted for the review.

Budget Details:
Prior Year Appropriations:t: $938,578 – Homeland security grant portion: 685,000

DOT: TRANSIT - GIS STREET NETWORK

Sponsor:	Wayne Watanabe, Transit/ Gary Hocking
Project Manager:	Michael Berman
Project #:	432616
Initial Project Timeline:	07/2001 - 12/2003
Actual Project Timeline:	7/1/2001 – 5/31/2008
Total LTD Appropriated Budget as of 12/31/07:	$199,341
Total LTD Expenditures as of 12/31/07:	$199,341
Primary IT Goal	Customer Service/Accessibility
Project Type	Implementation

Project Description:

The current Metro Transit GIS Street Network was created in 1993 by a consortium of agencies throughout King County. This fundamental data layer supports critical Transit business needs for measuring ridership, planning and scheduling buses, tracking and routing buses in the field, preventative maintenance, scheduling, Americans with Disabilities Act (ADA) service delivery, Safety and Security Incident tracking and customer information systems.

When first created, the Transit GIS Street network was the best data source available at the time. Based on the free Census Tiger files, this network still contained numerous errors in street locations, names, addresses, as well as missing streets. Although minimally suitable for the Transit applications at that time, this critical data layer has been steadily deteriorating in terms of accuracy and coverage/completeness as King County has experienced rapid growth. New business needs and advances in technology have created greater demands for a higher quality, more comprehensive transportation network. As a result of countywide consolidation of GIS enterprise wide functions, there is now a need for this data layer to function as a suitable transportation network within all King County departments.

This project requires three steps:

1. Improve the street name, address, and spatial accuracy of streets in the King County Transportation Network using digital orthophotography and available vendor products.

   This step will provide a highly accurate street network in names, addresses, and spatial location to satisfy the business needs within Transit and Road Services. Costs will be minimized by using the latest available existing digital orthophotography and other commercially available street networks as necessary. The current approach plans to use line work developed from the Endangered Species Act (ESA) program. Getting more accurate comprehensive spatial data is essential for business functions that require high accuracy in street names, address, and spatial location.

2. Transfer Transit's existing data layers (e.g. Bus routes, bus stops, facilities, etc.) to the new transportation network. Not taking this step will prohibit key applications from actually utilizing the new streets.

3. Develop a multi-user, multi-jurisdiction, and transportation network maintenance process. This step will provide an organizational process and an application to maintain the transportation network developed in step 1. Existing applications in Road Services and Transit do not meet the editing requirements demanded by a more accurate transportation network. It will also be necessary to develop an application that can be used simultaneously by both divisions to maintain those areas of the transportation

network each are responsible for. Not resolving this situation will lead to each DOT Division maintaining their own copy of the transportation network resulting in duplicative efforts and incompatible databases that cannot be used to address common transportation related business needs. Also, existing applications cannot properly maintain the higher accuracy transportation network because of limitations in these tools.

Expected Benefits:
Develop a multi user, multi jurisdiction consortium to maintain the transportation network. Improve the accuracy and completeness of the transportation, spatial data network for King County, and provide a maintenance application.

This project supports all 4 of Metro Transit's core businesses listed in the Department of Transportation Business Plan: providing regularly scheduled bus service, providing paratransit service for the disabled, providing rideshare services and providing contracted services. It also positions King County as a regional GIS service provider -- a King County Executive vision.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
This project is employing a collaborative approach between several King County Departments. Staff within the GIS Center (DNRP) provided assistance in contract development and rewriting core street network processing applications. Staff from Road Services are providing new high-accuracy line work that will form the basis of the new transportation network. Staff from Transit is providing project management, database expertise, and data maintenance consortium coordination. Staff from other business areas, including E-911, is being consulted as necessary.

The database and application development platform for this project is ESRI's ArcGIS software. ESRI software has been established since 1992 as the King County standard for GIS development and applications.

Application and database design will be performed in-house by King County staff who have the business expertise necessary to define the requirements for the system. ESRI has been retained to provide its unique expertise for customization of the ArcGIS environment and the implementation of the King County design. ESRI will also perform data conflation to transfer attributes from the existing King County street network and a commercial data product to the network provided by Road Services.

Note that step 2 in the description above will be completed as part of ongoing Transit operations and maintenance and not part of this project. This completion of this work will not impact the deployment of the new transportation network maintenance system.

Project Status/Activity:
Project effort in 2007 focused on implementation of the synchronization technology from the vendor.
- Continued testing synchronization technology releases from the vendor.
- Improving transportation network data in key areas for project stakeholders.

Project effort in 2008 will focus on full deployment of the system to internal and external customers.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases: None.

Budget Details: Transit Capital, fund 3641; project 432616

2002 Adopted Budget: $199,341

DOT: TRANSIT - INFORMATION SYSTEMS PRESERVATION

Sponsor:	Wayne Watanabe
Project Manager:	Rebecca Switaj
Project #:	432345
Initial Project Timeline:	Ongoing
Actual Project Timeline:	Ongoing
Total LTD Appropriated Budget as of 12/31/07:	$6,314,806
Total LTD Expenditures as of 12/31/07:	$3,721,303 life to date ($196,329 for 2007)
Primary IT Goal	Risk Management
Project Type	Equipment Replacement / Implementation

Project Description:
The purpose of the Information Systems (IS) Preservation Program is to provide replacement capital funding for Transit's information systems infrastructure. The program's goal is to keep information systems operating at the service levels needed to meet current business needs. The primary service level criteria are capacity (storage, network connectivity), performance (memory and processing power) and supportability (both hardware and software). The project is key to the continued smooth operation of Transit's core business systems. It has been in place for nine years, and is ongoing.

The project funds replacements and upgrades for: database, file and application servers; applications and operating systems, and switches and other LAN equipment. This project does not include telecommunications or WAN equipment.

Application replacement that was active during 2007 are Power and Facilities work order system. Power and Facilities work order system tracks work orders submitted for Transit facility maintenance.

Expected Benefits:
Business:
- Keep information systems infrastructure operating at the service levels needed to meet current business needs.

Technology:
- Upgrade to vendor supported versions of hardware, software and operating systems to maximize stability and minimize support staff effort.
- Develop separate production and backup/test environments for servers to maximize stability.

Asset maintenance is a Transit capital priority and is included in the Transit Technology Systems Strategic Plan. Hardware and applications supported by this project are Transit wide, thus this projects supports all Transit core businesses.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials

☒ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☐ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☒ Utilizes open standards
☒ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☒ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☐ Increases data privacy
☒ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☐ Standardizes or streamlines existing operations
Other
☒ Upgrade to vendor supported versions of hardware, software and operating systems to maximize stability and minimize support staff effort.

Project Approach:
The steering committee and Transit Information Technology staff review and reforecast system preservation needs annually, based on current standards (4 year server life), system architecture plans, system assessments, input from client groups and vendor support. OIRM is consulted on requirements for replacement servers. Application upgrades and migrations, such as GIS to NT migration and Etrack replacement have their own project management structure. GIS to NT migration work is being performed by Transit IT staff and King County GIS staff. Transit's Paratransit/ Rideshare group manages Etrack Replacement, with support from Transit's Information Technology section. Van maintenance applications will more to a vendor system already in use within Transit.

Project Status/Activity:
Received 7 blade servers related to the IBM Blade center. Received 2 servers related to bus information servers and 2 servers for public web servers.

Power & Facilities: Negotiating contract with vendor Infor for the upgrade to the current MP2 system. MP2 is a Computerized Management Maintenance Information System (CMMIS) used by P&F to maintain and track all Transit assets that do not have wheels.

PRB Phase Status:
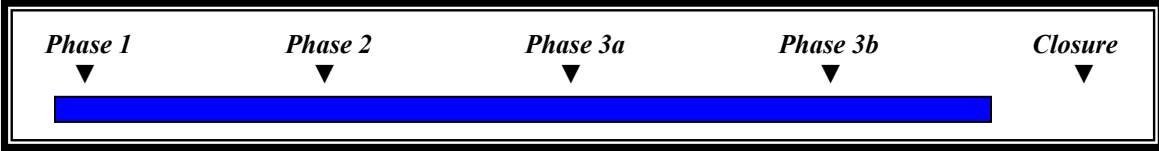
Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		Project on track within scope, schedule, budget.

Funding Releases:
Mar 2007 Funding Release: $221,769

Budget Details: Capital fund Transit 3641, project #A00204

2009 Adopted Budget: $249,894
2008 Adopted Budget: $401,152
2007 Adopted Budget: $398,738
2006 Adopted Budget: $406,536
2005 Adopted Budget: $804,915
2004 Adopted Budget: $199,416
2003 Adopted Budget: $272,423
2002 Adopted Budget: $207,557
Prior Appropriations: $3,374,175

DOT: TRANSIT - ON BOARD SYSTEMS

Sponsor:	Wayne Watanabe
Project Manager:	Martha Woodworth & Reta Smith
Project #:	432551; 432078
Initial Project Timeline:	4/2002 - 4th Qtr/2009
Actual Project Timeline:	4/2002 – 2/28/2011
Total LTD Appropriated Budget as of 12/31/07:	$22,798,595
Total LTD Expenditures as of 12/31/07:	$3,462,000
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
The On-Board Systems (OBS) project is procuring and installing equipment onto the entire fixed-route fleet of approximately 1,400 King County Metro coaches to replace and upgrade legacy systems. New and replacement on-board applications are supported by a new on-board computer called the Vehicle Logic Unit (VLU) which will ultimately replace the current computer called the mobile data unit (MDU). Replacement applications are automated vehicle location and automated passenger counting. New applications include automated stop announcements and displays, and automating the destination sign changes. The Wireless Transit Signal Priority option may be exercised during the life of the contract but is not included in the initial agreement.

OBS is combined with the Communications Center System (CCS) project to create the OBS/CCS project that is being procured from a single vendor. Combining this functionality into a single procurement and implementation is the most reliable method for ensuring efficient integration,

avoiding multiple development efforts and installations, and ensuring appropriate vendor accountability.

The OBS project is one of three coordinated projects that will replace and upgrade equipment on-board the fleet. The other two projects are the Regional Fare Coordination System (RFCS) "smart card" project and the Radio/AVL Replacement project. The critical path for the OBS project is to enable the Radio/AVL project to replace the legacy radio system. OBS will improve safety, simplify operator tasks, increase system and vehicle reliability, integrate data and improve business system effectiveness.

Expected Benefits:
- Automate bus stop announcements and displays for improved ADA compliance.
- Improve the timeliness and quantity of ridership data for improved scheduling and planning.
- Enable smart transit signal priority.
- Integrate the data collected on the bus.
- Replace and upgrade the on-board systems infrastructure, using commercially available, modular systems.
- Deploy GPS technology for vehicle location providing schedule and route adherence, thereby enabling the new Communications Center System and the retirement of the 15-year-old signpost system.
- Improve data integrity through the use of transit standards and the integration of system performance data (AVL, APC and Smart Card).
- Reduce operator distractions and repetitive task injuries by automatically changing signs and making announcements.

This project supports the business goal to provide regularly scheduled bus services. Maintaining an effective capability to manage the service, service planning and customer communications is instrumental to delivering reliable and efficient transit service.

Business Outcomes:

Efficiency
☐ Offers a positive return on investment (ROI)
☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
☐ Makes decisions and decision-related materials more easily available
☒ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions

Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support

Other
☒ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:

Increases architectural flexibility
☒ Utilizes open standards

☒ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☒ Leverages and/or extends integration architecture
Improves data management
☐ Increases data security
☐ Increases data privacy
☒ Improves data accuracy
☒ Reduces data redundancy
Improves technology operations
☐ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:

The project approach is to use a combination of resources including internal Information Technology (IT) staff, OIRM staff, consultants and the contractor that has been selected by a competitive RFP process. The successful OBS proposer shall be responsible for delivering hardware and software to operate on the fleet of vehicles and provide an interface to the KCM database(s) via a Wireless Local Area Network. Internal IT staff shall be responsible for modifications and management of the KCM database(s). Both OIRM and IT staff have developed the wireless network requirements and will work with the selected vendor to make modifications, as needed, to the RFCS wireless system. Consultants are providing Quality Assurance services for the Transit Radio System and OBS/CCS to Transit management and project staff throughout the life of the projects.

Project Status/Activity:

OBS and CCS (AVL Replacement) project staff worked to co-develop a comprehensive On-Board Systems/Communications Center System (OBS/CCS) RFP. The RFP was published on June 2, 2004 and three proposals were received on November 18, 2004. During 2005, the procurement process was conducted including a three-phase proposal evaluation process. On September 26, 2005 a request for BAFO was issued to two proposers and Innovations in Transportation, Inc. (INIT) was selected as the apparent successful proposer and approved by the project steering committee in July of 2006. The contract negotiations were completed in March of 2007, following approval of the release of Phase 3a funds by the PRB at their February 2007 meeting. The Preliminary Design Review (PDR) contract milestones for both OBS and CCS were completed in the fall of 2007 as scheduled.

PRB Phase Status:
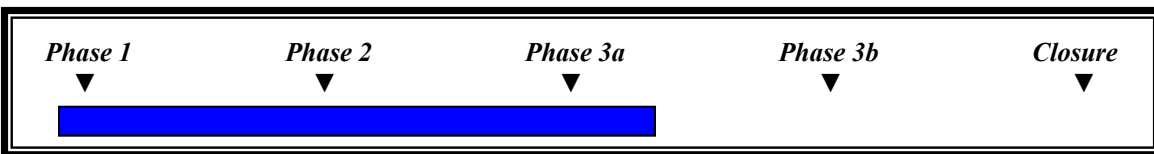
Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		Warning, Consider corrective action or monitor previous corrective action. Corrective Action is in development.

Funding Releases:

D022007-01 - The Board members present approved the release of $11,287,357 for phase IIIa. Total budget appropriation for the project is $20,693,380 of which $6,388,775 remains unreleased.

D011607-03 - The Board members present approved the contingency release for $40,000. Total budget appropriation for the OBS/CCS project is $20,693,380 of which $19,532,780 remains unreleased. DOT: Radio AVL Replacement: The Board members present approved the contingency release for $40,000. Total budget appropriation for the Radio AVL Replacement project is $51,791,162 of which $19,990,998 remains unreleased.

D121906-07 - DOT: On-Board Systems/Communications Center System & Radio AVL Replacement: The Board members present approved the contingency release for $1,734,820 ($361,030 from the OBS appropriation, $361,030 from the Radio appropriation, and $1,012,760 from the Transit operating budget). Total budget appropriation for the OBS/CCS project is $20,693,380 of which $19,572,780 remains unreleased. Funds released include capital funds of $361,030 and operating funds of $759,570. Total budget appropriation for the Radio AVL Replacement project is $51,791,162 of which $20,030,998 remains unreleased. Funds released include capital funds of $361,030 and operating funds of $253,190. The release was approved upon clarifications to the issues/concerns identified in the project materials submitted for the review

Budget Details: Capital Transit fund 3641; projects 432551; 432078.

2009 Adopted Budget: $1,144,876
2008 Adopted Budget: $795,216
2007 Adopted Budget: $6,893,023
2007 Operating Budget: $165,123
2003 Adopted Budget: $7,980,550
2002 Adopted Budget: $3,168,628
Prior Appropriations: $2,651,179

DOT: TRANSIT - PERSONAL COMPUTER REPLACEMENT

Sponsor:	Wayne Watanabe
Project Manager:	Mike Berman
Project #:	432279
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$421,850 ($7,425,115 life to date)
Total 2007 Expenditures as of 12/31/07:	$500,952 ($6,451,643 life to date)
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
The PC Replacement project funds the replacement of personal desktop computers, laptops and peripherals (printers/plotters/projectors) when the age of the equipment exceeds the service life or the equipment is no longer able to perform the original function. Operating systems are purchased every 4-5 years to maintain a uniform desktop environment. The program also sets the standard for equipment life.

Expected Benefits:
Business Outcomes

- Timely replacement of Transit and Department of Transportation Administration desktop assets, to ensure existing functionality and inventory and to minimize support costs.

Technology Outcomes
- Periodic operating system upgrades, to maintain a uniform desktop environment throughout transit.

Asset maintenance is a Transit capital priority.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☒ Current hardware supports current software (esp OS) which reduces risk from malware.

Project Approach:
This is an ongoing project operating in the implementation phase with no end date.
Replacement work is performed by King County Metro staff.

The Transit PC Replacement project now uses the Dell Countywide equipment contract established for PCs and Laptops.

- Current asset life is 4 years for personal computers and laptops, 5 years for network printers and
  4-6 years for peripherals such as plotters and specialized printers. These agree with lifecycles discussed in King County's Equipment Replacement Best Practices and Guidelines.
- Replacement machines come with operating systems but not Microsoft Office, since King County Metro (KCM) already has sufficient Microsoft Office licenses.
- Operating System (OS) upgrades are purchased every 4-5 years to maintain a uniform desktop environment. Most OS upgrades occur with machine replacement.
- Functionality of the computers is increasing (more RAM, more storage) even though the actual chipset of the machine has been frozen to accommodate quick/easy desktop deployment.

Project Status/Activity:

Percentage of Equipment Replaced: 84%

Funding Releases:
Mar 2007 Funding Release: $545,897

Budget Details: Capital fund Transit 3641, project #432279.

2009 Adopted Budget: $329,408
2008 Adopted Budget: $349,755
2007 Adopted Budget: $421,850
2006 Adopted Budget: $422,972
2005 Adopted Budget: $299,458
2004 Adopted Budget: $248,147
2003 Adopted Budget: $716,441
2002 Adopted Budget: $507,923
Prior Appropriations: $4,129,161

DOT: TRANSIT - RADIO AVL REPLACEMENT (RAVL)

Sponsor:	Wayne Watanabe
Project Manager:	Hai Phung / Diane Sutherland
Project #:	432466, 432689
Initial Project Timeline:	7/2001 – 2009
Actual Project Timeline:	7/2001 – December 2009
Total LTD Appropriated Budget as of 12/31/07:	$51,791,162
Total LTD Expenditures as of 12/31/07:	$9,499,757
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
The transit radio and Automatic Vehicle Location (AVL) system is considered mission-critical for Operations, Vehicle Maintenance, Power and Facilities, Transit Safety and Transit Security. The radio/AVL system also includes a Computer-Aided Dispatch (CAD) function that is the primary

method of emergency notification, incident management and response, schedule management, service coordination and communications associated with restoring service.

This project will provide a life cycle replacement of the existing radio and CAD/AVL systems and ensure the continuity of operational communications during the replacement period. The system was installed in 1990-1992 and is due for replacement, both because of its age and because of new FCC regulations affecting the spectrum used by the system. Because of these regulations, the system will require a major re-engineering design effort. If the radio system is not replaced in a timely manner, users will start to experience interference and other operational problems due to new licensees on new narrow-band frequencies adjacent to the transit radio channels.

The Communications Center System (CCS) portion of the project will replace or upgrade the existing CAD/AVL and related systems in the Communications Center to work with new vehicle equipment provided by the On Board Systems project (OBS) and new Radio system.

This project is working closely with the On-Board System (OBS) and Regional Fare Coordination System (RFCS) projects to review requirements for the new Driver Display Unit and Vehicle Logic Unit, which will be procured by the RFCS and OBS projects, respectively, and integrated with the Radio/AVL system when they are installed.

Expected Benefits:
Business:
- Replace the radio system before communication with bus drivers' experiences major interference due to new FCC regulations and failure of existing radio units.

Technology:
- Replace the existing radio system with a system that meets current technology standards and new FCC requirements.
- Integrate equipment with OBS and Smart Card projects.

Since this is a replacement project, the project will provide all of the radio communications benefits of the existing system, which are considered an integral part of transit service, with 99 million boarding in 2004. In addition, the implementation of newer radio technology will enable several added functions provided by the OBS/CCS project, such as enhanced vehicle location tracking and the use of text messaging to and from bus operators.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements

☐ Provide tactical agency operational improvements

☐ _____

Technical Outcomes:

Increases architectural flexibility
⊠ Utilizes open standards
⊠ Employs web-based technologies
⊠ Utilizes commercial off the shelf software
⊠ Leverages and/or extends integration architecture

Improves data management
⊠ Increases data security
⊠ Increases data privacy
⊠ Improves data accuracy
⊠ Reduces data redundancy

Improves technology operations
⊠ Enhances system reliability
☐ Consolidates hardware/software
⊠ Standardizes or streamlines existing operations

Other
☐ _____

Project Approach:

The project is using both KCM staff and technical consultants to assist in developing technical requirements for the new radio system during the planning and design processes. A similar approach will be used to manage the implementation process. A Request for Proposal was issued for a turnkey system, where the vendor will be responsible for the installation and testing of the new system and KCM staff will provide oversight. Instead of planning on building new radio sites, we are working closely with King County OIRM and its regional radio system partners in evaluating existing regional radio sites for co-location of Transit's new system. Transit's Design and Construction group is managing site leasing and any design and engineering modifications required at radio tower sites. We are also working with the Regional 700 MHz Planning Committee on radio spectrum allocation and licensing process for the new system.
The CCS portion of the project will be procured with the On Board Systems project.

Project Status/Activity:

Radio vendor contract was signed in March 2006. The contractor has been working on testing and acceptance plans deliverables. The Final Design Review will be completed in January, 2008. Lease agreements were activated on all seven required radio tower sites by the end of 2007, and all site modifications are scheduled to be completed by May, 2008. The Federal Communications Commission approved KCM's microwave and 700 frequency applications in 2007.

An RFP for the CCS portion of the On-Board Systems/Communications Center System (OBS/CCS) project was issued in 2nd Q 2004. Vendor proposal evaluation was conducted during 2005 through mid-2006. Contract negotiations are complete and the contract was signed in March 2007. The Preliminary Design Review milestones for both OBS and CCS were completed in the fall of 2007.

PRB Phase Status:
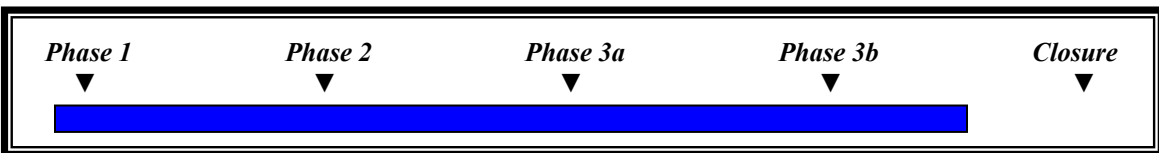
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Warning, Consider corrective action or monitor previous corrective action. Corrective Action is in development.

Funding Releases:

D041707-02 - The Board members present approved the release of $641,116 in contingency funds for phase IIIb. Total budget appropriation for the project is $51,791,162 of which $11,479,960 remains unreleased.

D022007-01 - The Board members present approved the release of $8,123,112 for phase IIIa. Total budget appropriation for the project is $51,791,162 of which $8,969,701 remains unreleased.

D121906-07 - DOT: On-Board Systems/Communications Center System & Radio AVL Replacement: The Board members present approved the contingency release for $1,734,820 ($361,030 from the OBS appropriation, $361,030 from the Radio appropriation, and $1,012,760 from the Transit operating budget). Total budget appropriation for the OBS/CCS project is $20,693,380 of which $19,572,780 remains unreleased. Funds released include capital funds of $361,030 and operating funds of $759,570. Total budget appropriation for the Radio AVL Replacement project is $51,791,162 of which $20,030,998 remains unreleased. Funds released include capital funds of $361,030 and operating funds of $253,190. The release was approved upon clarifications to the issues/concerns identified in the project materials submitted for the review.

D032106-01 - The Board members present approved the release of $31,145,944 for the Phases III of DOT: Radio/AVL, contingent upon Council Proviso lift, and with the new action item # A032106-02. Total project budget appropriation for the project for 2006 is $44,084,477 of which $12,938,533* remains unreleased. *Note: The February 2006 monthly monitoring report included $2,852,562 in Life to Date (LTD) expenditures – as those funds were not released by PRB, funds available for future releases by PRB as of date are: $12,938,533 – $2,852,562 = $10,085,971.

Budget Details: Capital fund Transit 3641, projects 432466, 432689.

2007 Adopted Budget: $3,575,211
2006 Supplemental Budget: $4,131,474
2006 Adopted Budget: $36,399,873
2005 Adopted Budget: $4,655,778
2004 Adopted Budget: $1,402,287
2003 Adopted Budget: $523,000
2002 Adopted Budget: $126,102
Prior Year Appropriations: $977,437

DOT: Transit – Real Time Information Signs (RTIS)

Sponsor:	Wayne Watanabe
Project Manager:	Shirley Dunphy
Project #:	432776, A00599
Initial Project Timeline:	August 2007 - 2013
Actual Project Timeline:	3/1/2007 – 12/31/2013
Total LTD Appropriated Budget as of 12/31/07:	$5,993,302
Total LTD Expenditures as of 12/31/07:	$28,020
Primary IT Goal	Customer Service/Access
Project Type	Implementation

Project Description:
Transit will procure and install real time customer information signs at select stops along the five RapidRide corridors. This enhanced service is part of the Transit Now initiative passed by the voters in 2006. These signs will display the estimated next bus arrival time to waiting customers beginning in 2010. This is a new service that will require additional operations support personnel to maintain the system hardware and software. Risks are expected to be minimized by acquiring the software from the On Board Systems vendor and including performance guarantees for the sign procurement that will ensure smooth integration.

Expected Benefits:
This project is expected to contribute to the overall RapidRide goals of providing an enhanced service and a service that is easier to understand. Customers will have more information on the near-real time state of the public transportation service on which they depend. Real time information has been shown in the transit industry to improve the rider experience and satisfaction with transit by reassuring the rider that their bus is coming, even if it is delayed from the published schedule. Similar agencies have noted that implementation of real time information systems have reduced perceived customer wait times.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility

- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management

- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations

- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other

- ☐ _____

Project Approach:

The project approach will be to secure off-the-shelf hardware and software.

Project Status/Activity:

Business case completed and submitted as part of 2007/08 conceptual review process.

Researched and analyzed INIT's predictive software specifications. Software will meet business requirements for Real Time Information Signs.

Waiver from standard procurement procedures to contract with INIT to provide predictive software approved. Contract amendment under development.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:	🟩	Project on track within scope, schedule, budget.

Funding Releases:

D082107-04 – The Board members present approved the release of $975,000 for phase II. Total budget appropriation for the project is $1,400,000 of which $425,000 remains unreleased.

Budget Details: Capital fund Transit 3641, project #A00599

2009 Adopted Budget: $266,435
2008 Adopted Budget: $4,326,867
2007 Mid-Year Appropriation: $1,400,000; Grant portion 591,443

DOT: TRANSIT - REGIONAL FARE COORDINATION PROJECT (RFCS)

Sponsor:	Kevin Desmond
Project Manager:	Catherine Bradshaw Boon
Project #:	432278
Initial Project Timeline:	1996 / 2008
Actual Project Timeline:	1/1/1996 – 8/31/2009
Total LTD Appropriated Budget as of 12/31/07:	$29,696,353
Total LTD Expenditures as of 12/31/07:	$17,490,686
Primary IT Goal	Customer Service/Accessibility
Project Type	Implementation

Project Description:
The purpose of this project is to implement a single common fare collection system for bus, rail, ferry and vanpool travel in the Central Puget Sound. King County is one of seven regional partners on this project. The others are Sound Transit, Community Transit, Pierce Transit, Everett Transit, Kitsap Transit and Washington State Ferries. The system will provide for "seamless" transfers among modes and systems, expand each agency's fare policy and ridership incentive capabilities, support accurate revenue reconciliation and daily financial settlement among the seven partners, and introduce new levels of customer convenience. Additionally, the system will introduce internal county business practice improvements related to fare media sales reporting, ridership reporting, and general accounting. The system will also include new ad hoc and predefined performance reporting and provide data that can be integrated with that of other systems such as Automatic Passenger Counters or Automatic Vehicle Location.

The current system of fares is being tasked to support increasingly complex fare policies while the business processes and technical sophistication of the support systems remain essentially unchanged. In addition to Puget Pass, programs such as the Area Wide Flexpass, Puget Pass transfer upgrades, Human Service/Job Seeker innovations and other initiatives bring an increased need for accurate data to support equitable and effective pricing schemes along with the ability to cancel invalid passes. Using smart cards will replace about 300 types of existing fare media and provide more accurate and timely revenue reconciliation. Additionally, the new smart card system will introduce more comprehensive standard and ad hoc reporting capabilities that will be a valuable management tool for performance monitoring as well as improved marketing and planning efforts.

Expected Benefits:
Business:
- Increase customer convenience of fare payment
- Improve the accuracy and timeliness of regional revenue reconciliation.
- Reduce maintenance of fare equipment
- Increase the number of employer program participants
- Develop system administrative policies and procedures to promote consistent customer service practices among the partner agencies

Technology:
- Implement contact-less, smart card technology for fare payment
- Integrate equipment with On-Board Systems and the Radio AVL system

This project should contribute to increased customer satisfaction, fewer customer complaints about fare payment, and provide better information and reporting on fare media use. This

project supports all four of Transit's core businesses listed in the Department of Transportation Business Plan: providing regularly scheduled bus service, providing paratransit service for the disabled, providing rideshare services and providing contracted services.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☒ Regional Cooperation

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
The RFC Project is a multiple agency project that is using a combination of contracted, internal, and regionally shared resources. Project governance is by the Regional Fare Coordination Project Joint Board. This board consists of the King County Metro Transit General Manager, and an official from each of the other participating agencies.

King County has its own project manager. Additional Transit staff support will be required for legacy system interface development, training and equipment installation. Transit and King County staff will be involved in stakeholder reviews. Beta Testing will involve a large number of King County employees in Operations, Vehicle Maintenance and Customer Services. A vendor has

been contracted to develop, install and operate the system. A consultant is under contract for technical services.

Project Status/Activity:
This project is in the implementation phase. Notice to proceed was issued to the vendor in April of 2003 and an interlocal agreement for implementation signed by the 7 regional partners at that time. Final Design Review was completed in 2005. In 2006 System Integration Testing was completed and Beta Testing was begun. Beta Testing and fleet-wide on-board equipment installation was completed in 2007. Post-Beta Final Design, and Final system commissioning are scheduled to be completed in 2008. Full system acceptance is planned for August 2009.

PRB Phase Status:
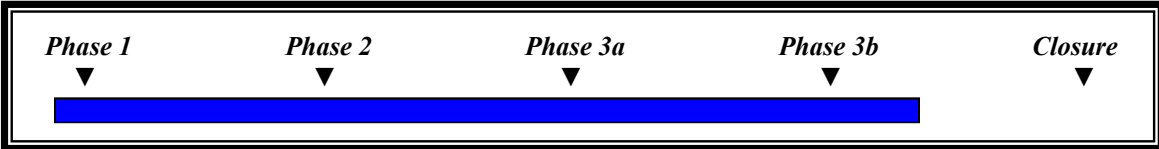
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Warning, Consider corrective action or monitor previous corrective action. Corrective Action is in development.

Funding Releases:
D033007-01 - The Board members approved the additional project scope. The Board members approved the release of $282,823 for phase III contingent upon Council's appropriation of funds. Total budget appropriation for the project is $29,235,885 of which $6,527,325 remains unreleased. Revision Note (Revised Jan 31, 2008): The remaining funds amount has been modified to reflect that $3,625,737 in pre-PRB expenses has been subtracted from the unreleased funds.

Budget Details: Capital fund Transit 3641, project #432278.

King County has been awarded solely, or in partnership with other agencies, 12 Federal grants, a state grant, plus a Sound Transit Technology Fund appropriation and a donation from The Boeing Company. The King County grant total is $14.8 million ($12M in the 2003-2006 timeframe).

2008 Adopted Budget: $135,217
2007 Mid-Year Appropriation: 325,246
2007 Adopted Budget: $969,092
2006 Adopted Budget: $655,572
2005 Adopted Budget: $722,479
2004 Adopted Budget: $4,481,568
2003 Adopted Budget: $18,836,906
Prior Year Appropriations: $3,570,273

DOT: Transit - Rider Information Systems (IVR & TABS)

Sponsor:	Wayne Watanabe
Project Manager:	Roland Bradley
Project #:	432272, 432369, 432646
Initial Project Timeline:	1997 – 2006
Actual Project Timeline:	(IVR) 8/2005 – 4/2008; (TABS) 11/2003 – 12/2008
Total LTD Appropriated Budget as of 12/31/07:	IVR: $894,150 TABS: $2,298,163
Total LTD Expenditures as of 12/31/07:	IVR: $67,197 TABS: $1,951,242
Primary IT Goal	Customer Service/Accessibility
Project Type	Implementation

Project Description:
This project encompasses a variety of information systems improvements designed to improve and increase customer access to transit information. It specifically includes the development of on-line resources for direct customer access to transportation information and services including paper and online bus timetables, transit trip itinerary planning, ride matching, online pass sales opportunities and bus arrival status information.

As a result of this project, tangible benefits include increased access to data and access to new forms of information allowing customers to make informed public transportation and ridesharing travel decisions. The information provided is broader, such as providing real-time bus locations; deeper, such as the ability to make ridesharing arrangements online; and more available via the Internet, telephones and WEB-enabled PDAs. In addition, information presentation may be customized to meet the needs of specific audiences, including persons with disabilities.

By reducing the barriers to local and regional schedule and other customer information, this project supports the use of high-occupancy vehicle commute options. Rider Information Systems (RIS) has been approved for Congestion Management Air Quality (CMAQ) grant funding totaling $3.5 million regionally. The Regional Team for the Rider Information Systems Project includes Community Transit, Pierce Transit and KC Metro Transit.

Expected Benefits:
Business:
- Implement an Interactive Voice Response (IVR) system with increased accuracy, availability and accessibility of transit data for customer use.
- Implement a Timetables and Bus Schedule (TABS) system, which improves integration with existing transit data and enhances production capabilities.

Technology:
- Replace the IVR system with a technologically supportable and sustainable software/hardware solution.
- Implement integrated technology that provides for better use of transit data between front-line systems and reduces maintenance efforts.
- Replace the legacy TABS system with a modern software/hardware solution.

The overall project goals align with three of Metro Transit's core businesses: providing bus service; providing rideshare services, including vanpool and ride matching; and providing contracted services/commute trip reduction services for jurisdictions, Sound Transit bus

operations and customer services and special event bus service. Project goals either directly support core business and performance measures or provide enhancement to customer information related to the achievement of core business and performance measures.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
The overall project has been a series of customer information improvements. The project uses a variety of approaches in order to meet a wide range of business objectives. Vendor solutions and in-house development, as well as outside consultants and internal technical resources have been deployed.

Current efforts are focused on replacement of the Transit IVR system and the Transit TABS system. Based on preliminary analysis and a Request for Information (RFI) issued in May 2003, the tentative approach for TABS is a combination of vendor-developed applications and in-house database integration. Based on examination of existing IVR implementations at transit agencies

and on the responses to an RFI issued in November 2003, the approach for IVR is for a commercial off the shelf solution with minimal customization. The Request for Proposal (RFP) approach is to encourage integration with the existing Transit IT framework.

Project Status/Activity:
The Rider Information Systems (IVR & TABS) were on hold during 2007 due to dedication of resources to other higher priority projects. Processes were put in an attempt to stabilize the existing system.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
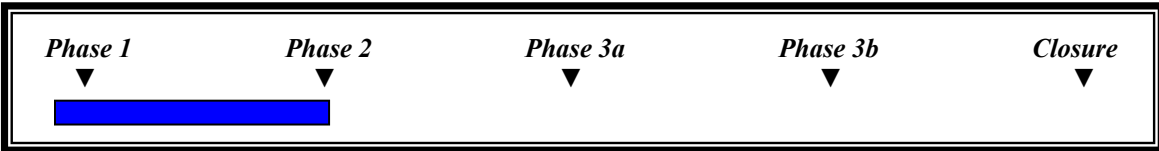
Self Rating:		Project is on hold.

Funding Releases:
D032106-05 - CIO approved the release of $36,300 in contingency funds to complete Phase II of the DOT: Interactive Voice Response (IVR) Replacement project - with understanding that the project submitted resource loaded plan for Phase II not reviewed by the staff to PRB - and with the new action item A032105-06. Total project budget appropriation for the project is $490,000 of which $387,643 remains unreleased.

September 21, 2005 Phase I and Phase II Funding Release for Transit IVR Replacement: $66,057

Budget Details: Capital fund Transit 3641, projects 432272, 432369, 432646

2009 Adopted Budget: $404,150
2005 Adopted Budget: $172,000
2003 Adopted Budget: $9,773
2002 Adopted Budget: $624,337
Prior Year Appropriations: $1,982,053

DOT: TRANSIT - RIDESHARE TECHNOLOGY

Sponsor:	Park Woodworth
Project Manager:	Karen Martin
Project #:	432603
Initial Project Timeline:	Start 2001; End 12/31/05
Actual Project Timeline:	2/1/2005 – 12/31/2015
Total LTD Appropriated Budget as of 12/31/07:	$401,684
Total LTD Expenditures as of 12/31/07:	$225,843
Primary IT Goal	Customer Service/Access
Project Type	Implementation

Project Description:
This capital project funds the enhancement, integration and development of Rideshare Operations' primary business systems. These systems support program decision-making, mandated reporting and ensure the continuation of daily operations and service to vanpool and rideshare customers.

The Rideshare Technology project was initially approved and budget appropriated in 2001. Several efforts were planned under this project including, developing and implementing additional modules to the Vanpool Information System (VIS), support for modifications to RideshareOnline, and implementing improvements to data sharing between VIS and the Vanpool fleet management system (interfaces). The Rideshare Technology project was scheduled for closeout in 2004 due to Transit budget constraints. The fleet management and VIS issues have been incorporated, where appropriate, into Transit's Information Systems Preservation project. In 2004, Transit staff, staff from WSDOT and other rideshare providers in the state initiated discussions about making RideshareOnline available statewide. Anticipating that some modifications would be required, the Rideshare Technology project was not formally closed.

The statewide expansion of RideshareOnline is the last of a series of projects funded by the Rideshare Technology project. This effort will expand Internet ride matching (RideshareOnline.com) throughout the state of Washington and add functionality to the existing application. Expanded access to RideshareOnline.com will include all public transit agencies and/or counties in the State of Washington who would like to provide Internet ride matching services for customers within their service area. The State of Washington will reimburse these expenses.

Expected Benefits:
- Increase carpooling and vanpooling opportunities to more commuters in the state.
- Assist Commute Trip Reduction (CTR)-affected employers whose employees do not have Internet ride match access to meet CTR goals.
- Complement the Oregon Department of Transportation/Washington State Department of Transportation (WSDOT) Trip Planner by providing a statewide Internet ridematch service that could be integrated into a future bi-state Trip Planner system.
- Develop a strategy with WSDOT to communicate availability of statewide Internet ridematch services
- This project helps Transit achieve one of its core business objectives, which is the provision of ridesharing services, including vanpools and ride matching.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other

☐ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☒ Increases carpooling and vanpooling opportunities to more customers in the state, assists Commute Trip Reduction (CTR)-affected employers whose employees do not have Internet ridematch access to meet CTR goals.

Technical Outcomes:
Increases architectural flexibility
    ☐ Utilizes open standards
    ☒ Employs web-based technologies
    ☐ Utilizes commercial off the shelf software
    ☐ Leverages and/or extends integration architecture
Improves data management
    ☐ Increases data security
    ☐ Increases data privacy
    ☐ Improves data accuracy
    ☒ Reduces data redundancy
Improves technology operations
    ☐ Enhances system reliability
    ☐ Consolidates hardware/software
    ☐ Standardizes or streamlines existing operations
Other
    ☐ _____

Project Approach:
Functionality enhancements required to support the statewide ride matching effort will rely on internal Transit staff. The State of Washington will reimburse all expenses.

Project Status/Activity:
Prior to 2007, this project funded modifications to rideshareOnline.com, including vendor-contracted work, graphics changes and IT project management. In 2007, Transit IT staff completed a map migration project for RideshareOnline.com. RideshareOnline.com uses MAPQUEST's web services for the delivery and display of maps. MAPQUEST changed its web service to a new program called Site Advantage and indicated they would no longer support the old service.

2007 marks a new phase for this project. The Transit Now initiative (Ordinance #15582) to expand Metro Transit service by 15 to 20 percent over the next 10 years calls for the doubling of commuter vanpools by the year 2016. This project now supports changes in technology to facilitate that increase. This project will identify and use technology where it can to (1) increase administrative efficiency, (2) reduce vehicle operating costs, and (3) minimize the amount of work required of volunteer commuter van drivers and bookkeepers. The project planning phase was initiated at the end of 2007.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
▬				
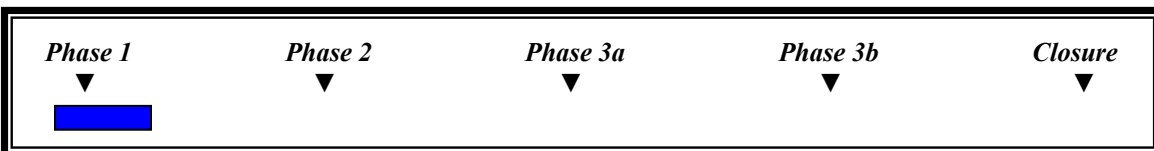
Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
CIO approved Project Threshold Rating of Level 1 for Rideshare Online Statewide Expansion,
February 15, 2005, $93,000.

Budget Details: Capital Transit fund 3641; project #432603.

2009 Adopted Budget: $100,000
2007 Adopted Budget: $25,000
2006 Appropriation Reduction ($56,150)
2002 Adopted Budget: $28,895
Prior Appropriations: $303,939; grant portion $47,733

DOT: TRANSIT - SERVICE QUALITY INFORMATION SYSTEM

Sponsor:	Wayne Watanabe
Project Manager:	Roland D. Bradley
Project #:	432464
Initial Project Timeline:	1999 - 2001
Actual Project Timeline:	1/1/2001 – 4/30/2008
Total LTD Appropriated Budget as of 12/31/07:	$394,709
Total LTD Expenditures as of 12/31/07:	$258,208
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
The goal of the Service Quality Information Systems project is to research, develop and deploy a
system featuring software, hardware and wireless data transmission capabilities to field First Line
Supervisors supporting Transit operations. The project includes development of a database to
capture payroll and activity log data, generate reports, and track capabilities required by
operations management. It replaces current microfiche-based schedule data information, and
will provide some access to standard office software. Network access to policy and procedure
information will also be provided.

Expected Benefits:
- Enable service supervisors to enter, store, transmit and receive data in the field. This
  includes having remote access to current schedule information and email. It also includes
  electronic timekeeping.
- Develop a database to capture payroll and activity log data for service supervisors.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process

☐ Supports input and feedback related to countywide decisions
Risk Management
☐ Intended to improve security and provide legally mandated services and basic operations support
Other
☒ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☐ Utilizes open standards
☒ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☐ Increases data security
☐ Increases data privacy
☒ Improves data accuracy
☒ Reduces data redundancy
Improves technology operations
☐ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
The project is managed by internal Transit staff. The "software" portion of the project is an update of an existing secure Intranet site that links to existing Transit functionality, such as Schedule Pages. A request for proposal will be issued to procure computers for the service supervisor vans. OIRM staff will be involved with the service contract for the wireless provider.

Project Status/Activity:
The goal of the project is to provide software, hardware and wireless data transmission capabilities to enable first-line supervisors to enter, store, transmit and receive data while within their vehicles.

During 2007, the project developed a relationship with the Sheriff Department to use NetMotion rather than VPN to provide wireless access to the KCWAN.

System installations began in July 2007 and will be completed by mid 2008.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
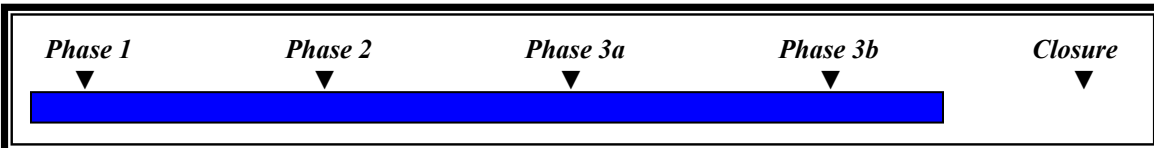
Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
Self-rating approved 2/15/05

Budget Details: Capital Transit fund 3641; project #432464.

Prior Appropriation: $394,709

DOT: TRANSIT – WIRELESS TRANSIT SIGNAL PRIORITY

Sponsor:	Wayne Watanabe
Project Manager:	John Toone
Project #:	432332/Sub 23
Initial Project Timeline:	August 2007 – March 2011
Actual Project Timeline:	8/1/2007 – 2/28/2011
Total LTD Appropriated Budget as of 12/31/07:	$305,835
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
The existing King County TSP system has two main components: one to detect and receive information about the approaching bus, and the second to process and request priority from the signal controller. Currently, detection is done by an RF tag system with a tag reader installed several hundred feet in advance of the intersection. The reader reads the bus tag and transmits the information to a Transit Priority Request Generator (TPRG), the TSP equipment located in the signal control cabinet. The equipment cost for a typical two-approach TSP installation is just over $20,000, with more than $17,000 of that for tag readers.

As part of the On-Board Systems integration project, Metro specified an alternative method of communicating the bus' information to the intersection. The new on-board system will use its 802.11 wireless device to communicate directly with the TSP equipment in the signal cabinet. This bypasses the need for advance readers, reducing the total cost to deploy TSP by approximately 70%.

This reduction in cost facilitates deployment of TSP at 120 intersections on RapidRide corridors. RapidRide, part of the Transit Now initiative, is a new transportation product that provides frequent, fast, reliable, efficient and environmentally friendly bus service in major arterial corridors. On RapidRide corridors and other locations with both TSP and passenger information signs, wireless TSP will share a roadside communications infrastructure with the Real-time Passenger Information Signs system (see business case for Roadside Transit Network Architecture).

Expected Benefits:
Transit Signal Priority has been used on several Metro service corridors to gain 5% to 10% or more travel time savings for transit service. Service reliability gains have also been significant. On RapidRide corridors, Transit Signal Priority will contribute to faster and more reliable service, with improved spacing between busses and better on-time performance. The reduced cost per intersection allows Metro to deploy TSP on more corridors benefiting more routes and passengers.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
The project approach is to utilize the existing functionality of both the on-board and TSP systems to enable direct communication of TSP data from the bus on-board system to the roadside TSP equipment. The on-board system core functionality includes monitoring the set of TSP data and updating this data in the RF tag. This implementation would place a planned event into the event manager (RV6) for transmitting the TSP tag data to the roadside equipment over the 802.11 transceiver. The TSP tag data would be formatted to match the message currently received by the TPRG from a tag reader, so little or no modification of the TSP system is required.

Project Status/Activity:
Funding release of $280,304.51 was approved for phases I-IV on August 21, 2007. An amendment to the OBS/CCS contract with INIT to include Wireless TSP functionality was completed in October, 2007. Preliminary Design Review (30%) was completed in November, 2007.

PRB Phase Status:
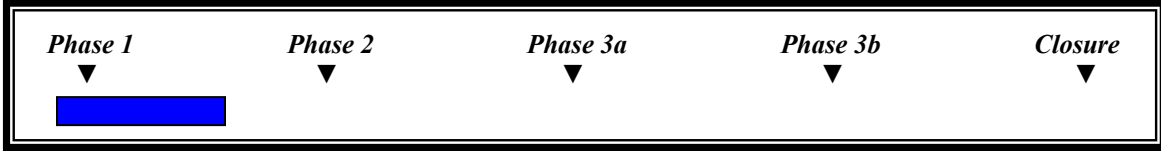
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D082107-05 - The Board members present approved the release of $280,304.51 for phases I-IV. Total budget appropriation for the project is $305,835.37 of which $25,530.86 remains unreleased.

Budget Details:
2007 Mid-Year Budget: $305,835

King County District Court

KCDC: E-FILING

Sponsor:	Donna Brunner
Project Manager:	Cathy Grindle
Project #:	377152
Initial Project Timeline:	July 2005 - November 2005
Actual Project Timeline:	July 2005 - November 2005
Total LTD Appropriated Budget as of 12/31/07:	$462,605
Total LTD Expenditures as of 12/31/07:	$53,965
Primary IT Goal	Efficiency
Project Type	Business Case

Project Description:
This project adds an additional scope to the current District Court ECR project by utilizing software to automatically index a high volume of similar documents that are filed with the court. This will provide for highly accurate and timely indexing of scanned documents with little human intervention.

To move closer to achieving the OMP recommendations, District Court needs to move forward with an E-filing project. E-filing will allow attorneys, litigants, and the District Court staff to file and access documents electronically via the Internet. With E-filing, court documents can be filed or accessed in any location, at any time, with basic equipment and basic computer knowledge. An E-filing project will enable District Court to a more "paperless" environment, which will improve overall efficiencies, and improve services for the public.

Expected Benefits:
This will provide for highly accurate and timely indexing of scanned documents with little human intervention.

- Initiate new cases on-line.
- Submit and file commonly used forms on-line.
- 24-hour access to filed documents over the Internet.
- Automatic email notices of case activity or receipts.
- Download and print documents directly from the court system.
- Concurrent access to case files by multiple parties.
- Secure storage of documents.
- Potential reduction in postage and messenger service fees.
- Ability to pay fees online.
- Reduce times in processing caseloads, with potentially less errors.

Business Outcomes:
The following may apply, if implemented:

Efficiency
☒ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☒ Improves accessibility of public records
☒ Improves accessibility to county services, resources, and/or officials

☒ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☒ Makes decisions and decision-related materials more easily available
☒ Supports ability to track long-term outcomes
☒ Supports visibility into the decision process
☒ Supports input and feedback related to countywide decisions
Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☒ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☒ Utilizes open standards
☒ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☒ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☒ Increases data privacy
☒ Improves data accuracy
☒ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
District Court's approach to completing the project is:

1. Produce a business case, where District Court can make an informed decision about which approach is best to move forward with its E-filing project. The business case may show integrating or leveraging off Superior Court's E-filing system that will satisfy District Court's requirements for E-filing. On the other hand, the business case may also show that the best approach is to implement an independent E-filing system separate from Superior Court's E-filing system. The business case would determine if one approach or the other is feasible for District Court to implement. Additionally, the business case may even show that District Court should not implement an E-filing system at all.
2. Attempt to obtain a consultant to develop the business case for $50,000. If this is not enough to attract a vendor, District Court may ask for additional funds.
3. Get stakeholders to agree and support the project.
4. Involve the stakeholders through meetings, document reviews, feedback, and status reports.
5. Make decisions using a consensus approach. Decisions will be recorded and monitored for follow through.
6. Use internal available resources as efficiently as possible.

7. Select and acquire a vendor based on the following:
    a. Schedule and availability.
    b. Cost.
    c. Financial stability.
    d. Experience.
    e. Quality of service.
    f. Track record or history.
8. Use the Office of Information Resource Management (OIRM) competitive bid process to find and select a vendor.
9. Ensure vendor produces a business case according to the agreed contract.
10. Conduct the project in controllable phases
11. Acquire approval of each phase from the project review board (PRB) to move forward to the next phase.
12. Adopt standards for E-filing.
13. Use modern technology to build the system.
14. Gather user, system, and technical requirements.
15. Outsource and sign a contract with vendors to do work that District Court does not have resources to do.

Project Status/Activity:
Business Case is completed. Once the executive committee approves, District Court will present the E-Filing Business Case to the PRB with the court's anticipated next steps.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
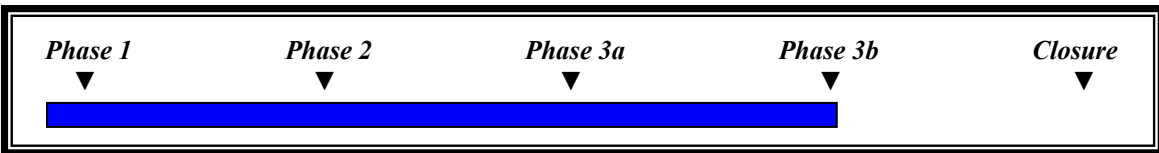
Self Rating:		Project started but currently on hold.

Funding Releases:
PRB Fund Release approved the scope change of the project, and the release of $55,460 to complete the Business Case and comply with the current Council Proviso on 6/21/05.

Budget Details: OIRM Capital fund 3771, project #377152.

2006 Operating Funds: $5,460
2005 Adopted Budget: $457,145

KCDC: PHONE SYSTEM UPGRADE

Sponsor:	Tricia Crozier
Project Manager:	Cathy Grindle
Project #:	377182
Initial Project Timeline:	9/2006 – 12/2007
Actual Project Timeline:	9/2006 – 12/2007
Total LTD Appropriated Budget as of 12/31/07:	$525,230
Total LTD Expenditures as of 12/31/07:	$105,000
Primary IT Goal	Customer Service/Access
Project Type	

Project Description:
This project is to increase customer service by upgrading the phone system technology in the district court call center. To date the project has engaged a consultant who is in the final stages of preparing an analysis of the existing call center and technology, and to make recommendations on changes which will benefit the public when calling district court.

Expected Benefits:
Expected benefits are the ability to handle more calls by operators, the ability to monitor and report, better use of existing technology and expanded call handling.

Business Outcomes:
Efficiency
- [ ] Offers a positive return on investment (ROI)
- [ ] Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- [ ] Improves accessibility of public records
- [ ] Improves accessibility to county services, resources, and/or officials
- [ ] Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- [ ] Makes decisions and decision-related materials more easily available
- [ ] Supports ability to track long-term outcomes
- [ ] Supports visibility into the decision process
- [ ] Supports input and feedback related to countywide decisions

Risk Management
- [ ] Intended to improve security and provide legally mandated services and basic operations support

Other
- [ ] Fulfill regulatory requirements
- [ ] Provide tactical agency operational improvements
- [ ] _____

Technical Outcomes:
Increases architectural flexibility
- [ ] Utilizes open standards
- [ ] Employs web-based technologies
- [ ] Utilizes commercial off the shelf software
- [ ] Leverages and/or extends integration architecture

Improves data management
- [ ] Increases data security

      ☐ Increases data privacy
      ☐ Improves data accuracy
      ☐ Reduces data redundancy

Improves technology operations
      ☐ Enhances system reliability
      ☐ Consolidates hardware/software
      ☐ Standardizes or streamlines existing operations

Other
      ☐ Structured Telecommunications System that meets King County as well as best industry practice standards

Project Approach:
The approach was to hire a consultant to analyze the existing system and make recommendations for the future.

Project Status/Activity:
The analysis and recommendations are being finalized and will be presented to the PRB in Q1 of 2007 along with a funding release to put the plan into action.

PRB Phase Status:
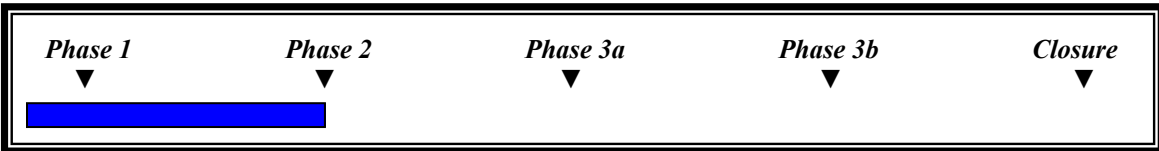
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
D102006-03 - District Court – Phone System Upgrade: The Board members approved via e-mail the release of $65,000 for phase II with the new action item #A102006-04. Total budget appropriation for the project is $525,230 of which $460,230 remains unreleased.

Budget Details:

2006 Operating Budget: $99,330
2006 Mid-Year Appropriation: $425,900

King County Sheriff's Office

KCSO: AFIS – LIVE SCAN END OF LIFE REFRESHMENT

Sponsor:	Carol Gillespie, Regional AFIS Manager
Project Manager:	Diana Watkins
Project #:	N/A
Initial Project Timeline:	1/1/07 – 12/31/07
Actual Project Timeline:	3/1/07 – 9/31/08
Total LTD Appropriated Budget as of 12/31/07:	$596,887
Total LTD Expenditures as of 12/31/07:	$298,545
Primary IT Goal	Risk Management and Other (EOL Replacement)
Project Type	Implementation

Project Description:
This project enables the replacement of end-of-life (EOL) Live Scan equipment that is deployed throughout King County. It provides for the purchase of three (3) additional Live Scan units to address gaps in service identified by the AFIS Advisory Committee. The three new sites are Enumclaw PD, Snoqualmie PD, and the University of Washington PD. Finally, this project allows the aging, unsupported, and end-of-life central site equipment to be replaced with a current, standards based, open architecture, platform supported system.

Expected Benefits:

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☒ Replaces aging, end-of-life, unsupported equipment

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software

☒ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☒ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☒ Replaces aging, end-of-life, unsupported equipment

Project Approach:
The project has been broken out into two phases and two contracts. The first phase was for COTS purchases to add units and replace end-of-life equipment, and the second phase was for the custom work required to replace the central site replacement. By approaching the project in this way, the Regional AFIS Program was able to move quickly on replacing standard but critical end-of-life field units, without rushing the design and pricing negotiation of the more complex central site equipment.

Project Status/Activity:
The first phase of this project involved negotiating a contract for the purchase and support of the COTS equipment. That contract was signed mid-March, and the installation of the units was completed in May 2007.

The second phase of the project involved development of a customized technical system design, or what the vendor is calling a CRD – Customer Requirements Document, and an extensive Acceptance Test Plan (ATP). The CRD and ATP were finalized in December of 2007. Contract negotiations, which began during the CRD and ATP process and ran parallel to both, continued into the new year with the goal of being completed in February 2008. The central site equipment should be set up for acceptance testing and to run dual production by August, and the project should be complete by December 31, 2008.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
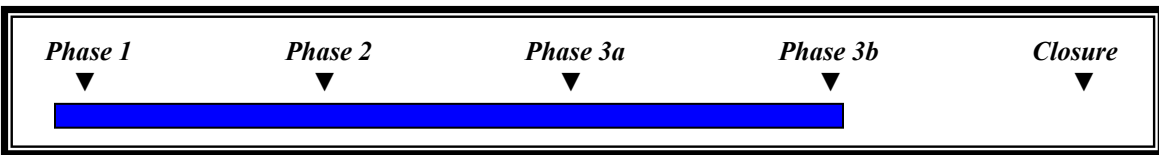
Self Rating:		The project was started in August 2006.

Funding Releases:
D101607-02 - The Board members present approved the release of $374,422 for Phase IIIb. Total budget appropriation for the project is $674,422 of which $0 remains unreleased.

D031307-01 - The CIO approved the release of $300,000 for equipment replacement. $256,010 remains unreleased, and is intended for the central site replacement.

Budget Details:
2007 Adopted Budget: $556,010
2007 Operating Budget: $40,877

KCSO: AFIS – NEW GENERATION AFIS

Sponsor:	Carol Gillespie, Regional AFIS Manager
Project Manager:	Diana Watkins
Project #:	N/A
Initial Project Timeline:	1/1/2007 – 12/31/2008 (Modular additions 2009 & 2010)
Actual Project Timeline:	5/1/07 – 6/30/09
Total LTD Appropriated Budget as of 12/31/07:	$5,092,061
Total LTD Expenditures as of 12/31/07:	$91,981
Primary IT Goal	Efficiency and Customer Service
Project Type	Development and Implementation

Project Description:
This project enables the replacement of the AFIS Computer and its peripheral equipment, installed in 1988 and upgraded for Y2K compliance in 1999. This replacement, which requires a full conversion of the existing database, would consist of all hardware, software, development, and maintenance to support the standard ten-print, palm, and latent databases; matching system; and an image archive system. It is also the foundation for further enhancements and potential realization of higher latent hit rates once implemented. In addition, a new AFIS Computer would be modular in design, better positioning the King County Regional AFIS Program to capitalize on future enhancements in technology, as well as reduce future maintenance and storage costs. The features of a new AFIS Computer should include:

- Conversion to Gray Scale
- Full Finger & Flat Impression Storage & Matching
- Increased Capacity
- Multiple Record Matching & Storage
- Higher Resolution of Matching & Storage
- Modular Design
- Universal Workstations Unit & Improved Operability

Expected Benefits:
- Increased AFIS accuracy, due to the more true-to-life appearance of the print
- Increased latent "hits" due to the storage of full fingers and greater database storage capacity. (More identifications and potentially more crimes solved)
- Meet FBI recommendation for the storage of fingerprints at 1000 ppi
- Modular design to allow for future enhancements without a full-scale system upgrade
- Significantly improved user interfaces

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records

☐ Improves accessibility to county services, resources, and/or officials
☒ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☐ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☒ Replaces aging, end-of-life, unsupported equipment

Technical Outcomes:

Increases architectural flexibility
☒ Utilizes open standards
☒ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☒ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☒ Replaces aging, end-of-life, unsupported equipment

Project Approach:

The first phase of the project involved contracting with a consultant who specializes in automated biometric identification systems. The consultant is working with the King County Project Manager and internal technical experts to perform an operational analysis, define system requirements and specifications, and develop the workflow and deliverables that will be required in the RFP. After the RFP has been issued and bids have been reviewed, the county will conduct benchmark testing before selecting a vendor. The next phase will be contract negotiations, leading in to the more detailed technical system designs, development, testing, and implementation.

Project Status/Activity:

KCSO AFIS intends to pursue a sole source contract with a consultant, based on unique subject matter experience. AFIS will go before the PRB in April for funding release to support the consultant work, but most of the project budget will be carried over to 2008 for project implementation.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
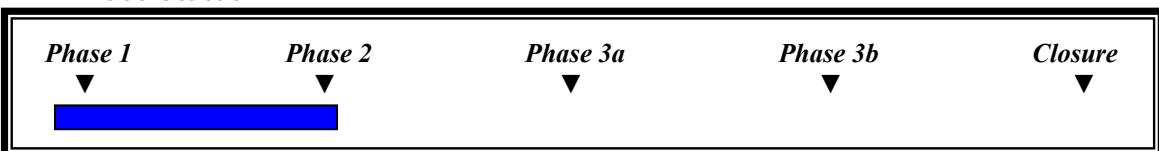
Self Rating:		The project was started in August 2006.

Funding Releases:
D052907-03 - The Board members present approved the release of $91,000 for phase II. Total budget appropriation for the project is $5,092,061 of which $5,001,061 remains unreleased.

Budget Details:

2007 Adopted Budget: $5,092,061

KCSO: AFIS – LABORATORY INFORMATION MANAGEMENT SYSTEM (LIMS)

Sponsor:	Carol Gillespie
Project Manager:	Jim Jorgensen, Supervisor, LAU
Project #:	
Initial Project Timeline:	January 2008-December 2008
Actual Project Timeline:	January 2008-December 2008
Total LTD Appropriated Budget as of 12/31/07:	$267,638
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Accountability/Transparency
Project Type	Development and Implementation

Project Description:
In response to recent challenges to courtroom testimony of fingerprint analysis, and the policies, procedures, evidence and chain of custody practices of the testifying expert and his or her agency, the KCSO AFIS Section audited its existing practices with the help of industry experts and is proactively addressing areas of recommended improvement. One of the most immediate concerns is the existing evidence tracking system, which is outdated, restrictive, and involves several different databases with limited ability for comprehensive case management. By purchasing a newer, commercial off-the-shelf laboratory information management system, the agency would be able to more efficiently record and track the incoming case evidence, resubmit cases, record the comparison and processing results, track productivity and produce professional and detailed case records and reports to send to the requesting agencies, detectives, officers and prosecuting attorneys.

The Laboratory Information Management System (LIMS) would also be used to support the systematic process of collecting, collating, analyzing, and disseminating scientific analysis of the latent print and photographic evidence submitted. The information will also be converted and compiled into statistical data for crime trend analysis.

Expected Benefits:
- Being able to monitor and track work productivity
  - The ability to track number of latent prints and comparisons in a case
  - The ability to track number of evidence processed in a case
  - The ability to easily track time for case completion
- Having a detailed way to track cases from submission to completion
  - Having the ability to easily track resubmitted cases for processing more evidence or comparisons newly identified suspect/subjects
- Being able to better document meeting chain of evidence requirements

- Meeting Industry Standards for ASCLD/LAB (American Society of Crime Laboratory Directors / Laboratory Accreditation Board) and ISO (International Organization of Standardization) Accreditation

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

To identify a system that will meet our present and future needs and requirements. Staff will be working with the King County Office of Information Resource Management (OIRM) to make sure an appropriate system is selected that will meet the Regional Forensic Operations requirements, King County's standards and industry standards. The need for the new system is great. Currently, the plan is to go through the 2008 Budget process.

Another factor to be considered is that Ron Smith and Associates is doing an operational review of the Regional AFIS Section. One of the high-risk areas initially identified is the Latent Lab's reporting system and utilization of disparate tracking systems. Additionally, several of the databases are breaking down and dying. It is possible that a supplemental budget request could

be requested in either the 2nd or 3rd Quarters 2007 Omnibus Report, to accelerate the acquisition and installation of a replacement system.

Project Status/Activity:
New Project.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
■				

Self Rating:	■	This is a 2008 project that has not started.

Funding Releases:
None.

Budget Details:
2008 Adopted Budget: $267,638

KCSO: BAIT CAR CONTROL SYSTEM

Sponsor:	Denise Turner
Project Manager:	Rob Mendel
Project #:	377217
Initial Project Timeline:	April 2008 – August 2008
Actual Project Timeline:	April 2008 – August 2008
Total LTD Appropriated Budget as of 12/31/07:	$27,753
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Efficiency
Project Type	Development and Implementation

Project Description:
This project would provide KCSO a capability for apprehending and convicting auto theft suspects using a "Bait Car" system. The insurance companies of Washington would like to partner with King County to implement a bait car program. The Insurance companies will supply a vehicle to use for this project for their part and they are asking King County to purchase the software and hardware to be installed in this vehicle. Once the equipment is purchased it can be used and moved to future vehicles used in this program. These systems are in use with great success through out the United States and Canada at this time. This system will also provide video and audio recordings to use as evidence in the trial of these offenders. Financial benefits of this initiative would be reduced liability and reduction in auto theft. Agencies that currently employ a Bait car program have seen reductions in damage claims, lawsuits, complaints, and increased offender convictions.

Expected Benefits:
Most of the benefits of this effort can be quantified. As success can be measured by the number of arrests and or the reduction of the number of auto thefts in the area the vehicle is used in. Some possibilities of measures include:

Metrics	Collection Method	Target / Baseline
Number of persons arrested in the Bait car	Statistical data collection and reporting	Increase the number of arrests and convictions for auto theft in the area the vehicle is used
Number of arrests without pursuit	Existing tracking	Report to Risk Management as to the number of arrest from this solution.
Review of crime level from past to current	CAD data and CAU reporting maps on auto theft numbers	Track # of mitigation activities activated (no baseline available)

The complete benefit measurements will be developed for the Phase 2 PRB review.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
The project will use lessons learned from Kenmore to get the King County system up and running fast. The requirements for this software solution are well within current county computer requirements, so this program will not require special equipment purchase to create the controlling computer. Utilizing input from a steering committee with representatives from all stakeholder groups an SOP and procedural protocols will be developed for this project.

Project Status/Activity:
New Project.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
■				

Self Rating:	■	This is a 2008 project that has not started.

Funding Releases:
None.

Budget Details:
2008 Adopted Budget: $27,753

KCSO: CONSULTANT STUDY TO REPLACE IRIS AND TESS

Sponsor:	Denise Turner
Project Manager:	Judy McDermott
Project #:	377145
Initial Project Timeline:	January 2005 - December 2005
Actual Project Timeline:	July 2006 – July 2007
Total LTD Appropriated Budget as of 12/31/07:	$44,000
Total LTD Expenditures as of 12/31/07:	$16,366
Primary IT Goal	Risk Management
Project Type	Business Case

Project Description:
The intent of this project is to use consulting services in constructing a needs assessment and a market and alternatives analysis of commercial software offerings, each capable of replacing the records management system (IRIS) and evidence tracking system (TESS) now in use at the King County Sheriff's Office (KCSO). The new system will need to be integrated, scalable, and optimized for XML and wireless operation. Evolving business needs and stability concerns, as outlined below, require this action.

Architecture: Built on aging and unsupported technology.
- Both IRIS and TESS were developed in Access 97. This decision was based on environmental and market conditions that existed at the time. There was no wireless data connectivity at KCSO in 1997. For reporting and pre-incident investigation, each officer required a local copy of the RMS data on his or her laptop. A mechanism to

replicate the hundreds of mobile copies was also needed. Unfortunately, there was no MSDE (SQL Server light) equivalent and SQL Server 6.5 and 7 could not replicate with non-SQL databases. Microsoft replication (Access to Access) failed completely in production and in this vacuum the department had to develop its own database agnostic replication mechanism.

- The strategy has been effective, but our environmental needs are changing significantly now. Wireless connectivity is becoming an increasing priority and near real-time data sharing initiatives that rely on a wireless delivery capability (such as LSJ-I, RAIN and LInX) are becoming more prevalent and strategically vital. Our heightened public safety and homeland security needs depend on our ability to collect and provide timely and accurate information to our field officers.

- The current seven-year-old architecture is no longer supported by the vendor and is also becoming increasingly unstable. MS Access utilizes 'shared library files' with other applications which it does not control. If a software upgrade, or security patch, replaces one of these files with a less than totally compatible version, our applications may demonstrate erratic behavior or fail outright. This scenario occurs more and more frequently. The impact on support is growing steadily.

Agility: Systems neither integrated nor loosely coupled.
- IRIS and TESS are completely separate systems, running on separate servers. TESS has hard-coded links to IRIS, but those links are not 100% reliable. Our 'latent' environment also complicates the integration of these two systems.

- Evidence collected by deputies in the field is first entered into the IRIS database residing on the laptop. While TESS frequently queries the central IRIS data server for new evidence items, it is not aware that items have been collected until the deputy returns to his assigned precinct, connects his laptop to the network, and synchronizes. This latency period – the delay between when the information is entered in the field and when it is available on our central server – can extend for hours and in some instances (such as vacations or illness) even for days and/or weeks.

- This latency also impacts case management, overtime management, and data sharing initiatives. The LSJ-I automated booking and referral process will likely be complicated by this latent environment as well.

Wireless: Not designed for wireless operation.
- IRIS was developed to exploit its original environment. Wireless connectivity was not a reality at KCSO in 1997 and is still a priority goal seven years later. Without it, each mobile officer required his or her own copy of the data. Scalability was not a priority nor was it relevant. Since everyone had their own data, it didn't make sense to limit query results to reduce traffic that didn't exist.

- The technology hadn't matured well in that area either. Access databases in 1997 did not support triggers or stored procedures internally. It was not even technically possible to develop IRIS for server-side processing since it primarily required being connected to a mobile Access database.

Web: Not web and/or XML enabled.
- Since wireless was not an option in 1997, IRIS could not have been developed as a web application. Also, native XML support was not available until much later. SQL Server first introduced XML support in 2000 and Access did the same in 2003.

Security: Do not support integrated security or 'single sign on.'
- As Access 97 applications, IRIS and TESS do not utilize active directory or domain security. Instead, each uses an application-specific workgroup or security file to control access and administer rights. This division, between application and network security, causes redundancy and operational complications.

Scalability: Designed for disconnected mobile users.

- As discussed, IRIS was of necessity optimized for single-user operation. While this design has served the department, it does not scale well, and will not interact effectively with wireless. Unrestricted queries will significantly impact performance over a narrow bandwidth. Also, the client-side processing model in IRIS will impact performance even more.
- Complex queries, utilizing large table joins, may literally take an hour or more to process wirelessly. This is because it could require the transfer of huge volumes of data to be evaluated locally on the laptop. During that time, SQL Server may generate cascading table locks that would seriously impact other users and could block them out entirely. For example, a media report in IRIS takes 15 seconds to generate when connected to local data. If connected to SQL Server, that same report takes over 15-20 minutes with a 100Mb network connection. Most reports compare much more favorably, but this example is not unique.

Operational impact: Keeps officers out of field 60+ minutes per day.

- Current IRIS design requires that mobile officers travel daily to their assigned precincts to synchronize their databases with the central server. Although the actual synchronization event (with tabular data, bulletins, maps, mug shots, templates, training materials, etc.) may only take 10 minutes to complete, the entire process – including travel and connection time – may keep the officer "out of service" for an hour or more per day.
- The impact estimate above is based on the availability of a fast network link. In locations where only DSL or dialup connections are available, the net time requirement easily doubles. On the other hand, replacing IRIS with a wireless solution could eliminate the synchronization requirement, providing significant and immediate productivity gains for our forces. As a result, communities throughout King County would benefit by increased availability of law enforcement.

Expected Benefits:

This project will conduct a needs assessment and market and alternatives analysis. While performance will not be impacted at this stage, we will have the information needed to move ahead with procurement activity in the following year(s). Deploying a new RMS will provide the following performance measures:

- Improved performance and scalability – The new system will be designed for wireless use. It will not be subject to the conditions in our current RMS solution identified earlier.
- More complete information to field personnel – Our current solution limits field personnel to 12 months of criminal activity. The new system, utilizing wireless carrier, will provide authorized users with access to the complete data set. More available information will improve officer and public safety.
- Reduced maintenance impact – The replacement RMS will not require officers to return to their precincts daily to submit reports and exchange information.
- Integrated security
- Improvements for county and regional information sharing – The integrated security and enhanced performance and scalability of the eventual replacement will provide measurable benefits for our integration and sharing partners. For example, the latency period associated with disconnected users and the replication process would be eliminated. As soon as an event report is submitted it would then be available to the LSJ Integration program for automated bookings, etc.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☒ Provides Agency direction on future of essential application

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

Two products will be produced at the conclusion of the consultant study; 1) a formal needs assessment, and 2) a market and alternatives analysis tailored both to the needs assessment content and other established criteria. Although a formal RFP process will still be required, should a commercial solution be sought in a subsequent project (in 2006 or beyond), the industry will still be evaluated as to their current ability to satisfy the stated needs of the department and our integration and sharing partners, and against a set of standardized criteria, such as:

- Strategic compliance: How well the option supports the strategic IT roadmap and assessments
- Functionality: How well option preserves critical application functionality
- Performance and stability: How option affects performance and stability for all users
- Transition and training: How gracefully option can be phased in and out
- Personal productivity: The level of demands the solution places on user activity

- Cost and schedule: How well option supports implementation goals and budgets
- Internal support: How efficiently internal staff can be trained to provide support.

Project Status/Activity:

Project was started in July of 2006. The cost to hire a consultant did not fit into the budget for this project. A temporary PPM II was selected from Northwest Staffing. The background process of the temporary PPM II was started the end of December.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
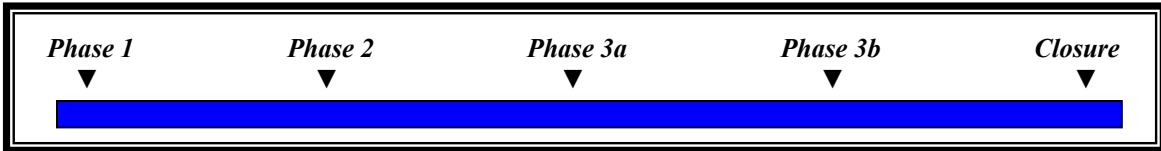
Self Rating:		Project completed.

Funding Releases:

D071806-04 - The CIO approved Level 1 monitoring for KCSO - Consultant Study to Replace IRIS and TESS and project funds are considered released, with new action item #A071806-02. Total budget appropriation for the project is $44,000 of which $0 remains unreleased.

Budget Details: OIRM Capital fund 3771, project #377145

2005 Adopted Budget: $44,000

KCSO: EMPLOYEE EARLY INTERVENTION SYSTEM

Sponsor:	Denise Turner
Project Manager:	Ara Moreno
Project #:	
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	February 2008 – September 2008
Total LTD Appropriated Budget as of 12/31/07:	$57,500
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:

KCSO currently lacks a system for identifying, tracking, and evaluating the potential of personnel performance indicators. Employee Early Intervention Systems are quickly becoming the industry standard among large police agencies. These systems identify and alert management to performance issues that exhibit the potential of escalating into serious liability or safety concerns, allowing management to initiate mitigation procedures to prevent serious problems before they occur. The estimate for software and training represents $57,500. Ongoing maintenance costs for the system are estimated at $8,000 per year. Financial benefits of this initiative would be revenue received by providing training to other agencies and reduced liability. Agencies that currently employ an EEIS have seen reductions in damage claims, lawsuits, complaints, and officer suicides.

Expected Benefits:
Employee Early Intervention Systems have become an industry best practice for law enforcement agencies and are focused on commissioned personnel. Forty percent of large police agencies around the nation now have an EEIS in place. Agencies with EEIS have seen reductions in lawsuits, complaints, and even officer suicides. An EEIS also highlights the effectiveness of current training practices and department policies, and allows the agency to correct potential problems before they become serious safety or liability concerns. Furthermore, when the KCSO applies for CALEA certification, an EEIS plan is a required element.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☒ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☒ Makes decisions and decision-related materials more easily available
☒ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☐ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☒ Utilizes open standards
☒ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☒ Increases data privacy
☒ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:

Project Status/Activity:
Project expects to advertise an RFP in March 2008.

PRB Phase Status:
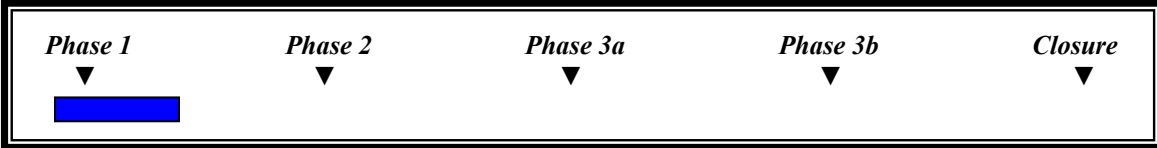
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project is new and not started in 2007. This also includes projects that have begun but have not yet had a funding release approved.

Funding Releases: None.

Budget Details:
2007 Adopted Budget: $57,500

KCSO: INVENTORY TRACKING & ASSET MANAGEMENT

Sponsor:	Denise Turner
Project Manager:	Ara Moreno
Project #:	377183
Initial Project Timeline:	August 2006 – December 2007
Actual Project Timeline:	October 2006 – December 2008
Total LTD Appropriated Budget as of 12/31/07:	$53,240
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Accountability/Transparency
Project Type	Implementation

Project Description:
The existing inventory tracking and asset management software, Clientele, was purchased in 2001. The maintenance contract was not purchased after the software was installed. Therefore, the software was never updated with the vendor's latest versions or kept up-to-date with current technology. The current software is not compatible with Active Directory or KCSO's current server platform of Windows Server 2003.

This project is a plan to upgrade the Sheriff's Office existing Inventory & Help Desk software environment for inventory/asset tracking, workload, and technical support accountability. A needs assessment was completed in December 2006 to determine the current and future software requirements. Since Clientele is so outdated, it would be necessary to purchase the application new instead of merely upgrading it. Thus, KCSO decided that going out for an RFP to evaluate other solutions would be warranted.

Expected Benefits:
This project will:
- Allow KCSO to fulfill the King County equipment replacement guidelines for asset management.
- Allow KCSO to provide better customer service by ensuring that end-user issues are assigned to the correct technician from the get go.
- Provide analytical tools for problem hardware types, end-user training issues and trends.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☒ Provides Agency direction on future of essential application

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

A needs assessment was completed on December 2006 to determine what the software requirements are. Since the existing software, Clientele, is so outdated, it would be necessary to purchase the application new instead of merely upgrading it. Project went out for an RFP on

Project Status/Activity:

A needs assessment was completed in December 2006 to determine the functional requirements for the application. The project team went out for RFP in November 2007; however, only 2 vendors responded. Team is reviewing the technical requirements and will re-advertise the RFP in March 2008.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
■				
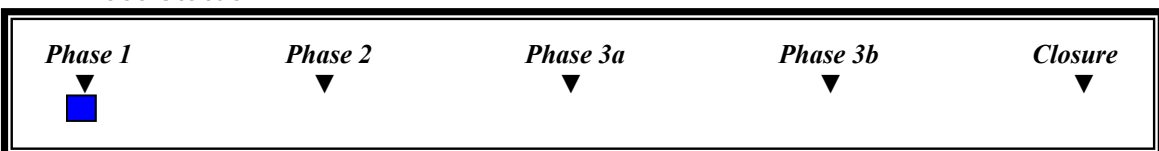
Self Rating:	■	The project was started in August 2006.

Funding Releases:
CIO will consider Level 1 monitoring approval after the project provides a recommendation for solution and resources required to implement the solution.

Budget Details:

2008 Appropriation: $35,640
2006 Mid-Year Appropriation: $17,600

KCSO: IRIS/TESS Replacement Project

Sponsor:	Denise Turner
Project Manager:	Judy McDermott
Project #:	377214
Initial Project Timeline:	July 2006 – December 2009
Actual Project Timeline:	July 2006 – December 2009
Total LTD Appropriated Budget as of 12/31/07:	$222,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Efficiency
Project Type	Development and Implementation

Project Description:
The IRIS (for criminal activity) and TESS (for evidence management) applications are not designed to support KCSO's current and emerging environment. They were not engineered for high performance, security and scalability in a heavily multi-user and/or wireless environment. This situation causes a significant productivity impact for deputies in the field and complicates participation in county integration projects (such as LSJ-I's "Automated Booking and Referral" project). In addition, the current systems (IRIS and TESS) are brittle, inadequate to the needs of its users and non-compliant with federal data standards relating to records management systems. This project will develop the requirements for replacement with a system that will increase architectural flexibility, improve data management and improve technology operation and give the officers more efficient access to system functionalities.

Expected Benefits:
Since the creation of IRIS, there has not been a wireless data solution for the department. This situation is changing now and we need to explore the new capability to drive down indirect operational costs associated with the old environment. The largest benefits are to replace the existing brittle system with a system that will increase architectural flexibility, improve data management and improve technology operation and to give the officers access to all the system functionalities they need and currently do not have.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records

☐ Improves accessibility to county services, resources, and/or officials
☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
☒ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions

Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support

Other
☒ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:

Increases architectural flexibility
☒ Utilizes open standards
☒ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☒ Leverages and/or extends integration architecture

Improves data management
☒ Increases data security
☐ Increases data privacy
☒ Improves data accuracy
☒ Reduces data redundancy

Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other
☐ _____

Project Approach:

The project will use lessons learned from other King County agencies that have recently replaced their Record Management System. Utilizing input from the project team, with representatives from all KCSO divisions and sections, a consultant will complete three main bodies of work for this project that are important to the IRIS/TESS Replacement Project; business design, business flow & changes, and a Request for Proposal (RFP) document. The consultant will develop a business design for all KCSO systems, including proposed system. The business design will include details of existing systems that will be replaced by or integrated with the new RMS, as well as external systems and how they will interface with the new RMS. The consultant will document the current business flow and potential changes. The consultant will also develop the RFP for the replacement of IRIS/TESS.

Bi-weekly status meetings will be held with the consultant to determine the project's progress. The consultant will submit monthly progress reports, including % complete, with their timesheets. This will be reviewed and approved by the project manager. The consultant will also submit drafts of their documents to be reviewed and approved by the project manager.

Once the RFP is written and posted, the vendor proposals will be reviewed and rated. A vendor recommendation will be presented to and approved by the KCSO management.

Consultant Deliverables – Consultant will provide written reports on the following:
  o Business Design Document

- All KCSO Systems including proposed systems
  - KCSO systems replaced by RMS (details)
  - KCSO systems to interface w/RMS (CAD, EDMS, AFIS?, etc.)
  - External systems to interface w/RMS (RAIN/LInX, Sector, WA sex offenders, JILS/BARS, etc.)
- Environment Narrative
  - Connectivity
  - Network infrastructure
- Crime Stat Reporting
  - UCR reports &/or NIBRS
  - Internal use
- Security/Auditing/Alerting
- How Information is Used
  - Crime Stats
  - Officer Safety
  - Investigations
  - Public Access
  - Prosecutions
  - Problem Solving
  - Community Policing
- Business Flow & Changes
  - Lifecycle of incident report (records retention, sealed cases, specialty cases, etc.)
  - Lifecycle of evidence item
  - Interface communication
  - Lifecycle of permit
  - Lifecycle of sex offender registration
  - Lifecycle of citation
  - Lifecycle of problem solving projects
  - Lifecycle of other identified processes
- Develop the Request for Proposal (RFP) Document

Project Manager/Steering Committee Deliverables
- Develop RFP and site visit rating criteria with team
- Review and rate vendor proposals
- Rate vendor product demonstrations
- Visit vendor corporate office
- Visit vendor customer sites and interview customers
- Recommend vendor and obtain approval from KCSO management
- Present vendor recommendation to PRB

PRB Phase Status:
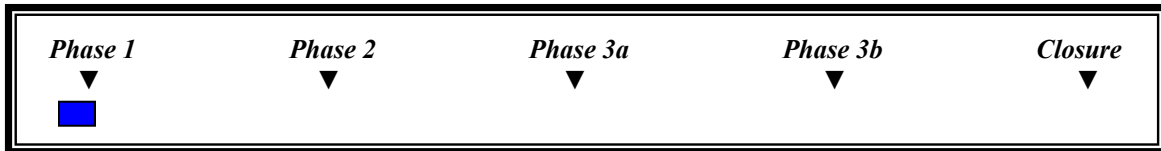
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
■				

Self Rating:	■	This is a 2008 project that has not started.

Funding Releases:
None.

Budget Details:
2008 Adopted Budget: $222,000

KCSO: IRIS/TESS SHORT-TERM STABILIZATION

Sponsor:	Denise Turner
Project Manager:	Ara Moreno
Project #:	337185
Initial Project Timeline:	Jan 1, 2006
Actual Project Timeline:	7/1/07 – 3/31/08
Total LTD Appropriated Budget as of 12/31/07:	$74,800
Total LTD Expenditures as of 12/31/07:	$70,950
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
The King County Sheriff's Office is actively pursuing the replacement of its Records Management and Evidence Management systems. These applications are now on an unsupported platform (MS Access 97), are increasingly problematic from a maintenance and support perspective, do not comply with Federal data standards and do not leverage the wireless environment implemented in 2006.

It is clear that these systems need to be replaced. It is also clear that while the department works toward replacement, it must also ensure the current systems continue to function until they are no longer needed. The purpose of this project is to invest in the short-term stabilization of both IRIS (for records management) and TESS (for evidence management), giving the department the time it needs to properly, thoroughly and purposefully work through the steps necessary to effect the needed change.

This stabilization will include:
- Upgrading the platform to a supported level (MS Access 2007)
- Identifying and correcting primary operational problems
- Implementing highest priority changes as identified by the KCSO Change Control Board

This stabilization excludes any fundamental changes to the design of either system. KCSO has identified the replacement of these systems as a top department priority.

Expected Benefits:
This initiative will extend the useful life of IRIS and TESS applications until they can be replaced. Both of these applications are critical to KCSO's day-to-day operations and cannot fail without dire impacts resulting.   If TESS were to fail, no evidence would be admitted at the Property Management Unit until the failure was resolved. IF IRIS failed, the department's ability to process incident and case reports would be severely impacted. In addition, case management would be complicated and the eFiling of information within the Records Unit would be brought to a stop.

By stabilizing each of these two systems as outlined above, the department will have the time to seek a replacement in a methodical and proper manner.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☒ Provides Agency direction on future of essential application

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
KCSO will upgrade the platform IRIS and TESS reside on. This work is being accomplished by using an Access consultant.

Once the platform has been upgraded, the second focus area will be on addressing problems known to exist with each system that negatively impact the operations and effectiveness of the systems.

The third and final aspect of this stabilization effort will be to review change requests on file and prioritize those according to urgency and ROI. Internal oversight will be used to complete this phase.

Project Status/Activity:
Both applications, IRIS and TESS, have been upgraded to a supported platform (MS Access 2007). Project has done extensive alpha testing and is now, in Feb. 2008, in beta testing.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		The project was started in August 2006.

Funding Releases:
D112007-03: The Board members present approved $74,800 for a single funding release. Total budget appropriation for the project is $74,800 of which $0 remains unreleased.

Prior: No formal funding releases have been made to date as the department has been working no-cost options first to address stabilization needs. These options have been exhausted and funding releases to fund consulting services will be submitted in second quarter of 2007.

Budget Details:
2006 Mid-Year Appropriation: $74,800

KCSO: IT EQUIPMENT REPLACEMENT

Sponsor:	Chief Denise Turner
Project Manager:	Kelly Furner
Project #:	NA
Initial Project Timeline:	January 2007 - December 2007
Actual Project Timeline:	January 2007 - December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$137,190
Total 2007 Expenditures as of 12/31/07:	$131,060 (from appropriation). $224,900 (contract cities)[1]
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
This project will replace department laptop computers that will be four years old in 2007. These units will no longer be under warranty and maintenance support will be unavailable or cost prohibitive.

The King County Sheriff's Office is a highly mobile workforce and the department requires reliable laptop equipment. Units assigned to field personnel are used under very harsh conditions and warranty coverage is extremely important. These units give deputies the ability to create incident and case reports while remaining in the field. Laptops further enable them, through various wireless and regional data sharing projects, to run names and plates queries or to quickly search for people, vehicles, or locations of interest spanning the entire King County area.

Systems accessible to mobile officers, requiring laptop equipment, include:

---

[1]In addition to the unincorporated areas of King County, KCSO also provides law enforcement services for multiple municipalities within the county. Equipment replacement for contract cities is funded through the applicable services contract(s) and does not rely on County appropriation.

- **IRIS** (the criminal activity records management system used by King County Sheriff's Office)
- **JILS** (jail inmate information made available through Law, Safety and Justice Integration program)
- **RAIN** (regional sharing of municipal criminal activity data sponsored and managed by King County Police Chiefs Association)
- **LInX** (regional sharing of municipal and federal criminal activity data sponsored by Naval Criminal Intelligence, Federal Bureau of Investigation and the department of Homeland Security)

The ability for law enforcement to reduce crime and the fear of crime will largely play out on the streets. To protect our officers and our communities we need to keep our deputies informed and connected. Maintaining our laptop inventory is essential.

Expected Benefits:
Equipment replaced as planned.
Efficiency and customer service

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions
Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support
Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture
Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy
Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software

☐ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach: Follow OIRM's equipment replacement guidelines.

Project Status/Activity:

The King County Sheriff's Office provides services for all unincorporated areas within King County. In addition, KCSO also provides services for cities within the county that contract with KCSO for those services. Built into these contracts is an equipment replacement schedule. KCSO is required to conform with this schedule and recovers all associated costs from contract revenue. Cost associated with contract city equipment replacement is not recovered from County budget appropriation.

Beginning with this update, cost and quantity for contract city computer equipment replacement will be included in the annual equipment replacement plan. Care will be given to isolate those items covered through appropriation and items covered through city contracts.

Percentage of Equipment Replaced: 17.25%.

Funding Releases:

2007 Funding Release: $60,000

Budget Details:

2008 Adopted Budget: $443,900
2007 Adopted Budget: $137,190

KCSO: IT STRATEGIC PLAN REFRESH

Sponsor:	Denise Turner
Project Manager:	Kelly Furner
Project #:	377213
Initial Project Timeline:	January 2008 - December 2008
Actual Project Timeline:	January 2008 - December 2008
Total LTD Appropriated Budget as of 12/31/07:	$200,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Efficiency
Project Type	Development and Implementation

Project Description:

The King County Sheriff's Office is in the process of creating an IT technology plan for 2008 through 2010. Part of that plan will require the completion of a technology strategic planning exercise. While most of the technology plan is being created in-house, under the supervision of the Technology Manager, it is the intent of the department to secure an outside vendor to facilitate the strategic planning exercise. Once the strategic plan is completed, it will be added to the technology plan as an addendum.

The Sheriff's Office IT strategic plan is seriously outdated and needs to be refreshed. Funding this planning exercise will enable KCSO to complete an updated strategy that supports our revised department values, sweeping technology changes, community projects, and governance and oversight dependencies. It will also enable the department to identify and prioritize a

consistent list of technology initiatives that will help us move forward in a focused and purposeful manner to:
- Augment and improve public safety services provided King County citizens
- Improve operational efficiency of internal systems, processes, and human resources

Working together with the remaining technology plan, the following benefits are added;
- Leverage local and regional initiatives
- Improve internal visioning and oversight processes
- Engage external partners (OIRM, King County, and regional) when contemplating technology initiatives
- Improve ability to complete projects on time and within budgetary constraints

Expected Benefits:
- Accurate encapsulation of key program elements
- Improved processes for technology assessment and planning
- Training program consistent with technology gaps and priorities

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach:
The project will use lessons learned from Kenmore to get the King County system up and running fast. The requirements for this software solution are well within current county computer requirements, so this program will not require special equipment purchase to create the controlling computer. Utilizing input from a steering committee with representatives from all stakeholder groups an SOP and procedural protocols will be developed for this project.

Project Status/Activity:
New Project. This project was funded for 2008, and a release request was made and approved on December 18, 2007.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
■				
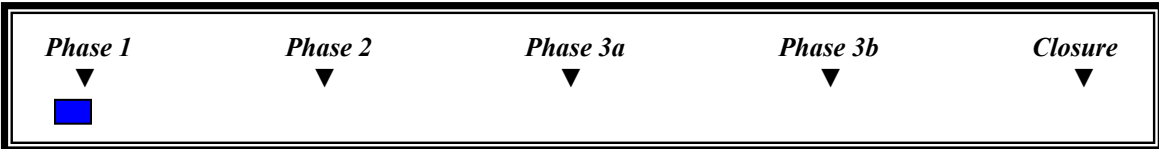
Self Rating:	■	This is a 2008 project that has not started.

Funding Releases:
A funding release request was made for the $200,000 on December 18, 2007. That request was approved.

Budget Details:
2008 Adopted Budget: $200,000

KCSO: PAYROLL ONLINE ENHANCEMENTS OVERTIME

Sponsor:	DeWayne Pitts
Project Manager:	J.E. Hilmar
Project #:	377159
Initial Project Timeline:	January 2005 – December 2005
Actual Project Timeline:	Project was disappropriated and cancelled
Total LTD Appropriated Budget as of 12/31/07:	$41,580
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
This project would help establish an electronic connection from the KCSO's overtime processing system and King County's POL/MSA central payroll system. This is an important component of the KCSO's Payroll Improvement Project (PIP).

A lawsuit regarding timely payments of overtime was settled last year. The KCSO has committed to improving payroll operations, paying particular attention to components of the payroll process that involve overtime pay.

The results of this project will help:
- Meet a legal or regulatory mandate (lawsuit settlement)
- Improve current business practices

and may:
- Help mitigate potential future litigation

Expected Benefits:

This project could result in business process improvements. This may include faster processing of overtime and a quicker turnaround from the time the overtime was worked to the time an employee is compensated for that overtime.

This project could potentially extend/expand the useful life of two systems (Payroll Online and KCSO's IRIS-based overtime module) whose platforms are becoming dated.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
This project would utilize OIRM programming expertise and KCSO programming/management expertise to accomplish the work. The funding is for approximately four analyst months. Total cost is $41,580 (based on 2004 rates of $10,395 per analyst month).

Project Status/Activity:
This project has not started yet.

A new go/no go decision meeting is scheduled for April 10, 2007. If it is determined that the project is still necessary, the Information Services Section will coordinate with Budget and Accounting to prioritize workload and obtain resources to drive project forward.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
■				

Self Rating:	■	Project was disappropriated and cancelled.

Funding Releases:
None.

Budget Details: OIRM Capital fund 3771, project #377159.

2005 Adopted Budget: $41,580

KCSO: PAYROLL UNIT BUSINESS PRACTICES REVIEW

Sponsor:	DeWayne Pitts
Project Manager:	J.E. Hilmar
Project #:	377158
Initial Project Timeline:	January 2005 – December 2005
Actual Project Timeline:	Project was disappropriated and cancelled
Total LTD Appropriated Budget as of 12/31/07:	$65,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Business Case/Study/Plan

Project Description:
This is an important component of the KCSO's Payroll Improvement Project. The goal of the KCSO Payroll Improvement Project is to improve the efficiency and effectiveness of the payroll process. A concomitant goal is the reduction of the long-term risks of litigation.

The business practices review will document/identify current (and future/desired) business practices in the KCSO payroll unit via a 'systems analysis' approach. Currently, the methods for processing time and attendance for KCSO employees are quite manual and labor-intensive. This involves processing of overtime events, changes in premium pays, recording of attendance events and coding of labor distribution. This review will be a critical examination of the current

functions/processes of the unit and will aid in identifying potential changes/improvements to those practices.

Expected Benefits:
This review will aid in identifying potential changes/improvements to current Payroll Unit practices. In addition, the information compiled will be used to identify possible software applications that support the current and future needs/practices of the Payroll Unit including a time and attendance system. Should a decision be made to pursue a software package, this process will be vital to conducting vendor research, writing an RFP and establishing a procurement process.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☒ Provides Agency direction on future of essential services

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☒ Provides Agency direction on future of essential services

Project Status/Activity:
This project has not started yet.

A new go/no go decision meeting is scheduled for April 10, 2007. If it is determined that the project is still necessary, the Information Services Section will coordinate with Budget and Accounting to prioritize workload and obtain resources to drive project forward.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
■				

Self Rating:	■	Project was disappropriated and cancelled.

Funding Releases:
None.

Budget Details: OIRM Capital fund 3771, project #377158

2005 Adopted Budget: $65,000

KCSO: PUBLIC SAFETY ELECTRONIC DOCUMENT MANAGEMENT SYSTEM

Sponsor:	Denise Turner
Project Manager:	Jill Kinkade
Project #:	377137
Initial Project Timeline:	11/28/03 - 1/1/05
Actual Project Timeline:	1/1/05 – 2/1/08
Total LTD Appropriated Budget as of 12/31/07:	$157,181
Total LTD Expenditures as of 12/31/07:	$150,479
Primary IT Goal	Accountability
Project Type	Implementation

Project Description:
This project will provide essential electronic document management system functionality for the KCSO Records Organization. The data included within Records are essential case and investigative information required to fulfill legal requirements. This information is essential to provide public safety and continuity of service.

Expected Benefits:
- Reduce the amount of time and effort Records spends filing critical data, dramatically reducing, if not eliminating the manual printing, filing and storage of all documents.
- Improve the accessibility of stored data requested by citizens, King County investigators and prosecutors and other outside law enforcement agencies.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)

☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
☒ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
☐ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions

Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support

Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:

Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture

Improves data management
☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations
☐ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other
☐ _____

Project Approach:
- Take advantage of any lessons learned, in similar projects, to expedite the vendor selection process.
- Use existing resources within King County to implement the project, whenever possible.
- Research only those software systems that are consistent with (or match) the project objectives.
- Coordinate with other key stakeholders early, to minimize changes during the project implementation phase.

Project Status/Activity:
The project is in its final phase. The project team and vendor are wrapping up the initial implementation phase, and moving into the testing/acceptance period. The project team and vendor have completed the implementation phase as well as the acceptance phase. The team is finalizing augmentation of existing architecture with remaining funds in preparation for project closure.

PRB Phase Status:
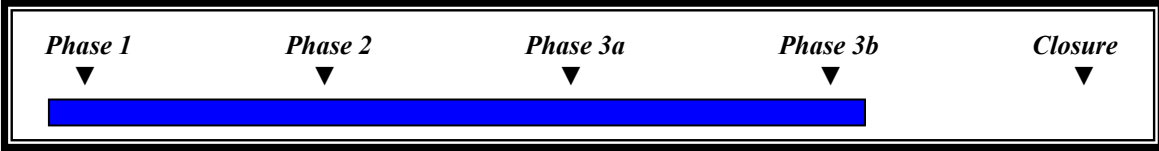
Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		Project has been placed on hold; project activity and spending are on hold.

Funding Releases:
The CIO approved contingency release of $15,410 on 10/18/05. Total 2005 budget appropriation is $140,000 of which $5,590 remains in contingency and unreleased.

Budget Details: Double budget with operating fund transfer; OIRM Capital fund 3771, project #377137.

2007 Operating Budget: $17,181
2004 Adopted Budget: $140,000

KCSO: SECTOR DEPLOYMENT AT KCSO

Sponsor:	Denise Turner
Project Manager:	Judy McDermott
Project #:	377218
Initial Project Timeline:	January 2008 – December 2009
Actual Project Timeline:	January 2008 - December 2008
Total LTD Appropriated Budget as of 12/31/07:	$50,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Efficiency
Project Type	Development and Implementation

Project Description:
The Statewide Electronic Collision & Ticket Online Records (SECTOR) initiative, as the name implies, is a technology project for Washington State, sponsored by the Washington State Patrol to automate and simplify the creation of tickets and collision reports by law enforcement agencies. SECTOR is a component of the eTrip initiative.

The eTRIP initiative is a collaborative effort among state and local agencies to create a seamless and integrated system through which traffic-related information can travel from its point of origin to its end use and analysis. The heart of this undertaking is to eliminate the excessive inefficiencies characteristic of the state's current paper-based process of collecting and exchanging core business information.

Initially, eTRIP will develop and implement an automated system that will enable law enforcement agencies (LEA's) to electronically create tickets and collision reports in the field and transmit this data to state repositories and authorized users. The eTRIP initiative has been divided into separate projects that will be completed over several phases. Together, these projects will carry out the following three (3) objectives:
1. Support efforts to provide law enforcement officers methods to electronically capture ticket data, collision report data and other data in the field

2. Develop a statewide data exchange network to allow this data to be transmitted electronically to users
3. Prepare agency systems and repositories to receive electronic traffic data

SECTOR utilizes the recently deployed JINDEX and has been successfully developed, tested and certified by the State. The SECTOR software is free for law enforcement and participation, and will be considered mandatory at some point in the future. While KCSO will not incur licensing charges for the SECTOR software itself, there are associated hardware costs for deploying SECTOR in the field. Depending on the configuration of our implementation at KCSO, SECTOR may also include some server hardware and related software as identified later in this business case.

Expected Benefits:
SECTOR will enable officers to complete tickets and collision reports more quickly than before. Also, the amount of rejected documents should be reduced due to higher accuracy.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
The project will use lessons learned from Lacey and other Washington agencies to get the King County system up and running.

Project Status/Activity:
New Project.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
■				

Self Rating:	■	This is a 2008 project that has not started.

Funding Releases:
None.

Budget Details:
2008 Adopted Budget: $50,000

KCSO: WIRELESS CAD UPGRADE

Sponsor:	Denise Turner
Project Manager:	Ken Rhodes
Project #:	377196
Initial Project Timeline:	Jan. 2007 – Dec. 2007
Actual Project Timeline:	Jan. 2007 – Dec. 2007
Total LTD Appropriated Budget as of 12/31/07:	$507,445
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
This project will build upon two existing KCSO projects – new Computer Aided Dispatch (CAD) System and Wireless Data – to expand and enhance officers' access to information from the field, while adding Global Positioning System (GPS)-based location information to help improve officer safety and provide for better field resource management.

It includes acquisition of a site license to provide for deployment of wireless Computer Aided Dispatch (CAD) System software from KCSO's new CAD system vendor (Tiburon, Inc.) for use by field personnel, providing access to the new CAD system's information and functionality, while eliminating the need for the more expensive interim solution (Voyager software) which provides only a portion of CAD's functionality.

Some examples of this functionality include:
- Want and warrant checks of people, vehicles and other items through State and national databases
- Terminal to terminal messaging between field units as well as other CAD system users

- The ability to dispatch calls for service directly via computer rather than over frequently congested voice channels
- Mapping of unit and event information for both dispatchers and field units
- Access to unit and event history information, including known hazards

The project also includes acquisition and installation of tri-band antennas with integrated GPS receivers that will be mounted externally on KCSO vehicles to provide improved access to the Sprint wireless data network where coverage lacks strength and reliability due primarily to the County's varied terrain.   In addition they will feed GPS-based location information to the CAD system to provide for real-time tracking of field units and the capability of dispatching based on closest unit rather than dispatching units strictly by assigned geographic area.

Expected Benefits:
Reduced Costs
The wireless CAD software's purchase and ongoing support costs are significantly lower than the interim Voyager software currently being used.

Improved Officer Safety
Terminal to terminal messaging and the ability to dispatch directly by computer should reduce congestion on voice radio channels, leaving them more available for urgent and emergency situations when they arise.   GPS-based location information will assist in getting help to officers in situations that become hazardous.

Increased Access to Information
Besides being able to directly make wants and warrants inquiries, field units will have direct access to CAD system information without having to return to KCSO precincts and other locations to use hard-wired computer terminals.

More Efficient Resource Management
Dispatchers and field supervisors will have access to more information through the CAD system to assist in better managing field units.   KCSO also anticipates that the ability to dispatch by closest unit may contribute to decreased response times to calls for service.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility

- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management

- ☐ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations

- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other

- ☐ _____

Project Approach:

Following "go-live" of KCSO's new Computer Aided Dispatch (CAD) system, plans will be prepared for project staffing, software installation, end-user training, and installation of antenna/GPS receivers.

Project Status/Activity:

Implementation of the Wireless CAD Upgrade project will follow successful "go-live" of KCSO's new Computer Aided Dispatch (CAD) system. CAD was scheduled to be operational in Oct. 2006, but has been delayed due to problems with County-provided GIS data needed by the system geofile, and by delayed implementation of the required encrypted communications link to Washington State Patrol's ACCESS and related systems.

KCSO's new Tiburon CAD System became operational in October 2007 after resolution of issues (above) that were delaying implementation. We're currently targeting the second quarter of 2008 to begin the CAD Wireless Upgrade Project

PRB Phase Status:
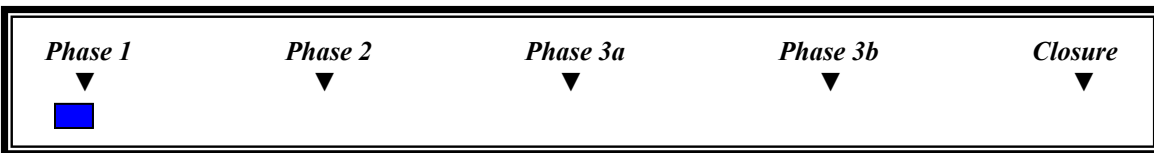
Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
■				

Self Rating:	■	Project is new and not started in 2007. This also includes projects that have begun but have not yet had a funding release approved.

Funding Releases:

D051606-05 - CIO approved the revised scope. The Board members present approved the release of $111,744 for Phases I-V of the ITS: Wireless Networking project. Total project budget appropriation for the project is $111,744 ($106,432 supplemented with $5,312 from OIRM operating budget) of which $0 remains unreleased.

Budget Details:

2007 Adopted Budget: $507,445

KCSO: WIRELESS DEPLOYMENT PROJECT

Sponsor:	Denise Turner
Project Manager:	Diana Landry
Project #:	377164
Initial Project Timeline:	January 2005 – December 2005
Actual Project Timeline:	1/1/05 – 2/28/08
Total LTD Appropriated Budget as of 12/31/07:	$825,250
Total LTD Expenditures as of 12/31/07:	$825,250
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
The King County Sheriff's Office currently has no method for transmitting or receiving critical law enforcement data in the field. The absence of access to this information congests radio communications, reduces the number of hours Officers spend on the streets, and risks officer safety.

Introducing wireless data access to our field units is key to the realization of much of the KCSO's strategic objectives. The implementation of an effective wireless system will provide Officers with remote synchronization to our RMS so that they have immediate access to the most current criminal and event information. It will additionally enable officers to run their own names and plates and take advantage of LSJI initiatives. This would provide the Officers with immediate, self-directed access to the information necessary to make strong and effective decisions when dealing with criminals, improving both public and officer safety.

Such technology will enhance our ability to reduce crime and increase security in our communities. Increased service will be produced by the additional hours spent on the street by Officers who are released from traveling to the precinct at the end of each shift to update their information (in some cases returning to the precinct can take as long as 2 hours). Additional time savings will be realized by Officers and Dispatchers alike as Officers are enabled to directly access person and vehicle related criminal checks.

This project seeks to use our comprehensive study of available wireless technologies to perform an extensive pilot test of available solutions and implement of the most efficient, cost effective, and reliable solution available.

Expected Benefits:
Originally, this project requested $250,000 to purchase consulting hours to pursue the identification and development of an RFP for a comprehensive wireless data solution that adheres to the technology standards established by King County. In November 2004, these funds were married with a COPS Interoperability grant awarded to KCSO to perform a full implementation of wireless data communication to all field units. This combination of efforts and funds dramatically increased the overall scope of the project.

This project allows KCSO to implement a comprehensive wireless data solution which can be utilized to provide the following benefits:

Currently each Officer spends between 30 minutes and 2 hours to return to the precinct to update and synchronize their information and check email. With a wireless data solution this time can be spent in the field providing critical police services to the citizens of King County.

Information collected by Officers would be shared most expediently with KCSO's information sharing project partners, improving Officer Safety and law enforcement efficiency for all participating agencies.

Information available through our information sharing projects would be available to our Officers in the field, improving Officer safety and enforcement efficiency for KCSO and our contract cities.

This project supports eight separate KCSO business plan priorities, including:

- Reducing crime and the fear of crime
- Provide high quality, cost effective, and accountable services to the citizens served by KCSO
- Use process improvement tools to positively impact police response times and other important policing services
- Targets the use of technology towards minimizing work processes to achieve efficiency with maximum results
- Offer the ability to measure and document crime and disorder problems in the community before and after an enforcement
- Optimize decision making and job performance
- Preserve face to face contact with significant crime victims, customers, and colleagues
- Assist in maintaining all of our current contract customers

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy

☐ Reduces data redundancy
Improves technology operations
☐ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
- Perform an investigation to determine system requirements and evaluate available systems.
- Use existing resources within KCSO to implement the project whenever possible.
- Test only those vendors/solutions that meet the project objectives.
- Test available vendors to establish the best resource.
- Involve stakeholders during all phases of the project to ensure project success.

Project Status/Activity:
Project Plan and Business Case are complete. Recommended solutions were tested extensively by end users as well as objective coverage testing. Pilot test results were used to establish an implementation recommendation and plan. The initial implementation was completed in April 2006. Requests for additional units have been processed, approved, ordered, and implemented. Project is currently completing project close out documentation.

PRB Phase Status:
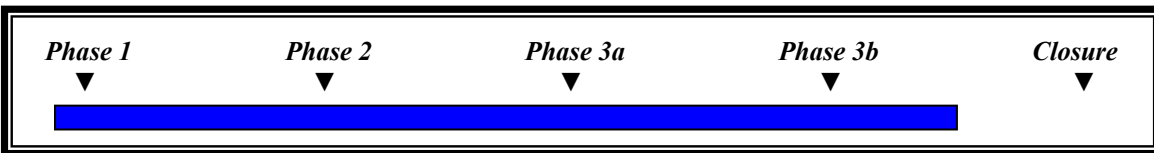
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
PRB approved fund release for Phase 3 through 5 $200,000 on 8/16/05 with a condition. This release is made with the condition that the new action item A081605-01 is addressed.   Total capital budget appropriation is $250,000 of which $0 remains unreleased. (When the budget request was approved for this project it included a CIO condition that pre-approved an initial $50,000 to be spent developing the Business Case for the project).

Budget Details: OIRM Capital fund 3771, project #377164.

2005 Adopted Budget: $250,000
2005 Grant Appropriation: $575,250

King County Superior Court

KCSC: HMC VIDEO CONFERENCING

Sponsor:	Paul Sherfey
Project Manager:	Art Green/Linda Ridge
Project #:	377174
Initial Project Timeline:	11/1/07 – 12/31/07
Actual Project Timeline:	Q2 2008 – March 2009
Total LTD Appropriated Budget as of 12/31/07:	$191,102
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
This project would provide for video hearings at Harborview's ITA court, allowing for patients to testify remotely from a hospital facility instead of being transported to court.

Expected Benefits:
Allowing patients to participate in selected hearings with the mental illness court via video conferencing would save both public and private mental illness agencies transportation costs, reduce the need for additional security at the Harborview facility, and allow for the more speedy resolution of court matters. Video conferencing further serves a humanitarian purpose by obviating the need to transport frail, infirm and the acutely mentally ill patient into the highly stressful situation of attending court.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☒ Employs web-based technologies

- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

Project Status/Activity:

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
■				

Self Rating:	■	This is a 2006 project that has not started.

Funding Releases: None.

Budget Details:
2006 Mid-Year Appropriation: $191,102

KCSC: IT EQUIPMENT REPLACEMENT

Sponsor:	Paul Sherfey
Project Manager:	
Project #:	NA
Initial Project Timeline:	January 2007 - December 2007
Actual Project Timeline:	January 2007 - December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$231,000
Total 2007 Expenditures as of 12/31/07:	$231,000
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
Superior Court has had many challenges in the desktop arena for the last several years. This is partially due to lack of funding. Upgrades in applications from the state, county, and internal have put immense strain on Superior Courts' ability to meet desktop computing needs.

Superior Court is finding funding sources for all computer related desktop equipment (i.e., printers, workstations, laptops, PDA's, fax machines, etc.).   As part of an overall replacement plan, items replaced within Superior Court will follow a Superior Court technology strategic plan based on a 3-5 year schedule (sooner in some cases).

As Desktop Support receives these new items, a review will take place on what is being used in the building. A determination will be made if older machines can be upgraded, if not they will be replaced. Superior Court will coordinate work with other equipment for use within the building. If there are no needs within the building, (based on age, compatibility, etc.), the older machines will be offered to other sites or submitted to County Surplus.

This replacement plan will assist with cost savings as well as extending the life of equipment as long as possible based on Superior Court and County needs. Consideration should be given to replacement of high-level machines (power users if you will), while machines are "trickled" down in the environment if possible.

Expected Benefits:
Equipment replaced as planned.

Business Outcomes:
Efficiency
       Offers a positive return on investment (ROI)
       Improves productivity and/or reduces future expenditures
Public Access and Customer Service
       Improves accessibility of public records
       Improves accessibility to county services, resources, and/or officials
       Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
       Makes decisions and decision-related materials more easily available
       Supports ability to track long-term outcomes
       Supports visibility into the decision process
       Supports input and feedback related to countywide decisions
Risk Management
       Intended to improve security and provide legally mandated services and basic operations support
Other
       Fulfill regulatory requirements
       Provide tactical agency operational improvements
       _____

Technical Outcomes:
Increases architectural flexibility
       Utilizes open standards
       Employs web-based technologies
       Utilizes commercial off the shelf software
       Leverages and/or extends integration architecture
Improves data management
       Increases data security
       Increases data privacy
       Improves data accuracy
       Reduces data redundancy
Improves technology operations
       Enhances system reliability

> Consolidates hardware/software
> Standardizes or streamlines existing operations

Other

_____

Project Approach: Follow OIRM's equipment replacement guidelines.

Project Status/Activity:

Percentage of Equipment Replaced: All targeted equipment was replaced, 100%

Funding Releases:
2007 Funding Release: $0

Budget Details:
2008 Adopted Budget: $80,000
2007 Adopted Budget: $231,000

KCSC: JUVENILE COURT ORDERS ELECTRONIC FORMS

Sponsor:	Paul Sherfey
Project Manager:	Hugh Kim
Project #:	377157
Initial Project Timeline:	8/2005 – 9/30/09
Actual Project Timeline:	8/2005 – 9/2009
Total LTD Appropriated Budget as of 12/31/07:	$301,215
Total LTD Expenditures as of 12/31/07:	$68,054
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
Automating the processing of paperwork associated with case flow has been identified as a promising way to reduce on-going costs for Juvenile Operations without diminishing direct services. Currently, four staff positions handle paperwork through the process. Automation would streamline the process. New technology would be developed and integrated using contracted and internal resources.

Superior Court will be working with Microsoft Consulting under a MS Pilot program to write the business analysis and project architecture. These first two phases are funded by Microsoft.

The idea behind this pilot project is not to reinvent the wheel, so to speak, but to as seamlessly integrate the new technologies into the flow of the existing work flow. To ease the transition, we will integrate Tablet PC's with handwriting capabilities that have a feel of paper forms, but with the efficiency and convenience of digital format.

Expected Benefits:
Replacing multi-part paper, hand written, data entered Court Order forms with electronic forms will create efficiencies. Electronic forms would communicate with the current juvenile information system, pre-populating for forms based on the courtroom schedule and charge information. Once forms are completed in the courtroom, the new information would flow back to the information system.

Since it is a legal requirement that client representatives approve the documents and that each party has a signed paper version, courtroom displays and printers would be required.

The change in business practice would eliminate some of the tasks that each of the four positions that currently handle paperwork perform. Successful implementation would allow Juvenile Court Operations to reconfigure the staff support in courtrooms.

Performance Measures:
- Number of cases processed vs. number of staff hours required to complete state data and form requirements.
- Improved reliability of the records.
- Save money on pre-printed forms.
- Improve overall efficiency in interdepartmental forms exchange and ensure data integrity.

Business Outcomes:

Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☐ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

i. First phase will determine the solution method (third party product or already available Microsoft Office product solution)

ii. Second phase will comprise of forms development on the chosen method determined in phase 1, as well as user acceptance testing.

iii. Third phase will be the implementation.

Project Status/Activity:
Evaluation of technology method tested and concluded.

PRB Phase Status:
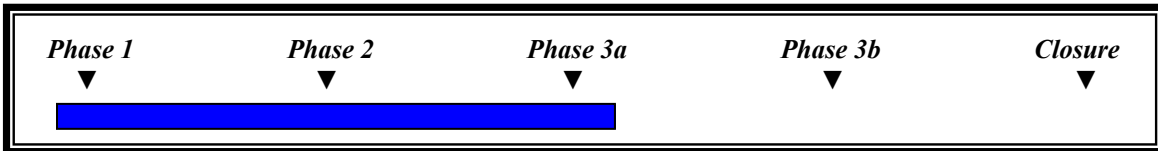
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
D091807-01 - The Board members present approved the release of $39,069 of capital funds for phases II and IIIa with the new action item A091807-02. The Board members present approved the release of 2007 operating funds (FTE labor cost) of $57,435 for phases II and IIIa with the new action item A091807-02. The Board members present approved the release of 2008 operating funds (FTE labor cost) of $57,386 for phases II and IIIa with the new action item A091807-02 and contingent upon approval of the 2008 budget. Total budget appropriation for the project is $416,036 of which $220,196 remains unreleased.

6/21/05 - PRB release for Phase 1 for $29,045.31.

Budget Details: OIRM Capital fund 3771, project #377157.

2007 Adopted Budget: $259,265
2005 Adopted Budget: $41,950

KCSC: SUPERIOR COURT INTERPRETER SCHEDULING SYSTEM

Sponsor:	Paul Sherfey
Project Manager:	Hugh Kim
Project #:	377193
Initial Project Timeline:	July 2007 – March 2008
Actual Project Timeline:	July 2007 – March 2008
Total LTD Appropriated Budget as of 12/31/07:	$99,333
Total LTD Expenditures as of 12/31/07:	$23,783
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
Superior Court's Office of Interpreter Services coordinates thousands of interpreter appearances each year using a manual, paper-based system. Interpreters must be provided on certain cases by statute; a system that ensures interpreter appearances will reduce the risk of hearing delays, improve customer service, and provide management reports to assist in analyzing trends and costs. Superior Court is seeking to modify the District Court Interpreter Scheduling System so that this existing system can be adapted to meet the business needs of Superior Court.

Expected Benefits:
Automating what is currently a labor-intensive manual system will facilitate cross-site communication, improve customer service and provide management reports to assist in analyzing trends and costs.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software

☒ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☒ Increases data privacy
☒ Improves data accuracy
☒ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
Modify the District Court Interpreter Scheduling System to meet the business needs and requirements of Superior Court's Office of Interpreter Services.

Project Status/Activity:
Detailed requirements are being developed with OIRM. Once requirements are finalized, cost estimates for design, development, testing and implementation will be refined. These estimates will be presented to the Project Review Board in conjunction with a funding release request.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
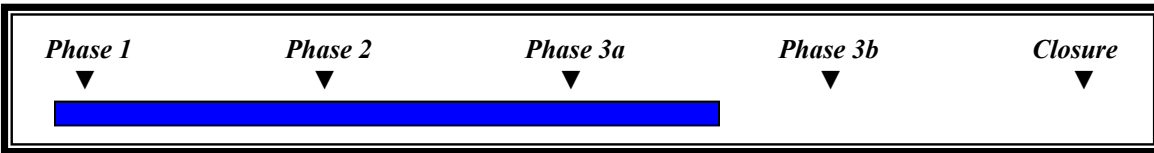
Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D061907-01 - The Board members present approved the release of $99,333 for phases IIIa-IV. Total budget appropriation for the project is $99,333 (including $47,378 in operating funds of which $26,246 is for FTE labor costs) of which $0 remains unreleased.

Budget Details:
2007 Adopted Budget: $51,955
2007 Operating Budget: $47,378

KCSC: VIDEO RECORDING SYSTEM UPGRADE

Sponsor:	Paul Sherfey
Project Manager:	Michelle Croy
Project #:	377188
Initial Project Timeline:	July 2007 – February 2008
Actual Project Timeline:	7/2005 – 2/2008
Total LTD Appropriated Budget as of 12/31/07:	$520,005
Total LTD Expenditures as of 12/31/07:	$342,053.10
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
King County Superior Court currently relies on analog video recoding systems to maintain the record in sixteen courtrooms. The technology is outdated and cumbersome to maintain. Responding to customer requests for copies of the record of court proceedings is slow and labor intensive. In addition, storing the VHS tapes requires county storage space. This project will upgrade the electronic courtroom recording systems to digital technology.

Expected Benefits:
Upgrading the video recoding systems to a digital solution will significantly reduce the risk of system failures and reliably allow the court to continue performing its mandated function of recording daily proceedings. Public access to the court recorded proceedings will improve as copying to a digital format is much faster than duplicating VHS tapes and the digital format opens the possibility of public access to files via the web or via email. In addition, upgrading the systems will reduce the costs associated with repairs, replacements parts and court "down time."

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☒ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☒ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

The preferred approach is to upgrade the existing video system to digital. The project will consist of three phases: Phase I - alternatives analysis and mean time failure report; Phase II - purchasing, configuring and training on new system; Phase III - implementation.

Project Status/Activity:

An alternatives analysis is currently being conducted. Once that is completed it will be presented along with the mean time failure report to the Project Review Board in conjunction with a funding release request.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
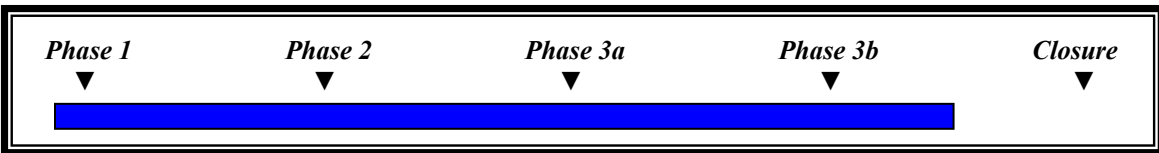
Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:

D073107-03 - The Board members present approved the release of for $520,000 (including $418,705 of capital project funds and $101,300 of operating funds) for a single funding release. Total budget appropriation for the project is $520,000 of which $0 remains unreleased.

Budget Details:

2007 Operating Budget: $101,300
2006 Mid-Year Appropriation: $418,705

Office of Information Resource Management

OIRM: 800 MHz Trunked Radio System Sprint/Nextel Rebanding

Sponsor:	David Martinez
Project Manager:	David Mendel
Project #:	347302
Initial Project Timeline:	2006 – 2009
Actual Project Timeline:	1/1/2009 – 6/30/2010
Total LTD Appropriated Budget as of 12/31/07:	$400,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description: This project is a Federal Communications Commission mandated project which will provide for re-tuning all 800 MHz base stations and all subscriber radios in use throughout the County to eliminate harmful radio frequency interference throughout the spectrum from commercial Nextel wireless phones. All expenses related to the re-tuning will be reimbursed by Sprint/Nextel under the FCC order. The funding for the project is merely for contingency measures in the event that an expense occurs that would not be reimbursable.

Expected Benefits: Re-tuning the 800 MHz frequency spectrum will enable interference free use of the Regional Emergency Radio System by users.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☒ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software

☐ Leverages and/or extends integration architecture

Improves data management
☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☐ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach: The project will use standard project management techniques, but will be managed via the Regional Communications Board for day to day activities and coordinated with the County's regional partner's re-tuning efforts. It will utilize a contracted project manager/system engineer who will plan and coordinate activities between other vendors involved in the project. This PM/PE will develop plans to allow for several series of agreements between the County and Sprint/Nextel, re-tuning implementation, and system testing to ensure full range of operability post re-tuning.

Project Status/Activity: The County has executed a contract with the vendor providing PM/PE services and has retained a Law firm with the aid of the Prosecuting Attorney's office to provide industry specific legal services and counsel.

PRB Phase Status:
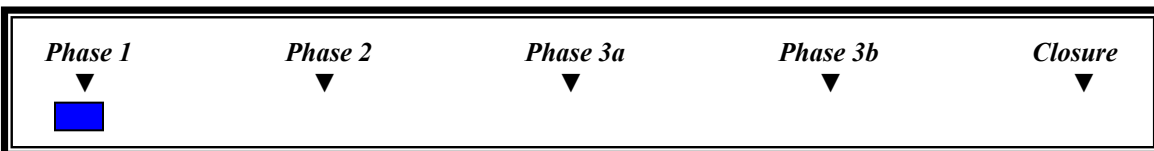
Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
■				

Self Rating:	■	This is a 2006 project that has not started.

Funding Releases: None to date.

Budget Details:

2007 Adopted Budget: $400,000

OIRM: AGENCY **T**ECHNOLOGY **P**LANS

Sponsor:	David Martinez
Project Manager:	Sharon Glein
Project #:	377172
Initial Project Timeline:	January 2006 – December 2008
Actual Project Timeline:	January 2006 – December 2008
Total LTD Appropriated Budget as of 12/31/07:	$30,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Accountability/Transparency
Project Type	Training

Project Description:
Information technology management in King County is distributed throughout the agencies. Individual agencies need technology plans to align their technology investments and operations with their agency business plans and to align with the countywide strategic technology plan.

This project would provide training to the agencies to assist them in developing and managing from their agency technology plans.

Expected Benefits:
Agencies will know how to create technology plans in alignment with their business plans.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☒ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
Support agencies in creating and maintaining technology business plans through training and examples.

Project Status/Activity: Project has not started

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
■				

Self Rating:	■	Project has not started.

Funding Releases: None.

Budget Details:

2006 Mid-Year Appropriation: $30,000

OIRM: ALTERNATIVE WORK STATION REPLACEMENT

Sponsor:	David Martinez
Project Manager:	Richard Egusa
Project #:	377168
Initial Project Timeline:	October 2005 – October 2006
Actual Project Timeline:	October 2005 – November 2007
Total LTD Appropriated Budget as of 12/31/07:	$295,000
Total LTD Expenditures as of 12/31/07:	$284,256
Primary IT Goal	Efficiency
Project Type	Equipment Replacement

Project Description:
The Alternative Workstation Replacement program will pilot thin clients within King County allowing the county to gain a better understanding of the opportunities and issues associated

with a thin client deployment; this pilot will provide the necessary data to develop a business case that would support further deployment of thin clients in the county, if warranted.

Expected Benefits:
- To identify opportunities for hardware, software, and operational cost savings while verifying that users are able to complete their normal daily computer related tasks with the same ease and efficiency with thin clients as they are with full-feature workstations.
- To promote efficiency by allowing the county to reduce the costs associated with purchasing end user computers, reducing the workload for desktop hardware and software support.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
- An RFP will be generated and sent out to IT vendors with requirements, soliciting recommendations for their thin client pilot proposals.

- The desired vendor and thin client technology will be selected to conduct a thin client pilot involving 2 groups of 50 users from selected King County agency(s).
- The BMC/TMB will provide feedback on The Pilot Evaluation Report and Thin Client Standards Document to the CIO for approval
- The Pilot Evaluation Report will also be used to update The Business Case.
- The Agency Thin Client Deployment Guide will be developed to assist agencies in creating their own individual Deployment Plans.
- The Agency Deployment Plans will work with the Agency's equipment plans to assist in the procurement, installation and deployment of thin clients.

Project Status/Activity:
- Project Management Plan is complete.
- Vendor selection is complete and contract executed.
- Pilot Project Plan is complete.
- Technical Design Plan complete.
- Pilot Project Infrastructure is complete.
- Early user deployment to test the infrastructure. General deployment to Pilot users to begin week of February 26, 2007.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
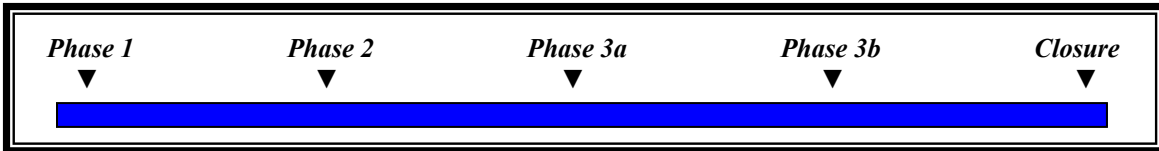
Self Rating:		Project completed.

Funding Releases:
Fund release of $280,952 for the Phases I-III on 10/18/05. Total 2005 budget appropriation is $295,000 of which $14,048 in contingency remains unreleased.

Budget Details:
2005 Mid-Year Appropriation: $295,000

OIRM: ASSET MANAGEMENT SYSTEM

Sponsor:	David Martinez
Project Manager:	Kevin Fung
Project #:	378208
Initial Project Timeline:	Q1 2004 – Q4 2006
Actual Project Timeline:	June 2005 – TBD
Total LTD Appropriated Budget as of 12/31/07:	$147,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
This project will establish a central asset management database for use in tracking IT equipment owned and maintained by OIRM (desktops, laptops, servers, routers, switches). A key feature of

the system will be an auto-discovery tool that tracks equipment attached to the network and alerts the asset management database when a piece of equipment has been added or removed from the network.

Initial deployment will be within OIRM only although the solution will be available (via a master contract) for use by other agencies. Use of the chosen solution by other County agencies is currently outside the scope of this project. However, this is subject to change in 2008.

Expected Benefits:
A central asset management system will provide OIRM with the following benefits:
- readily accessible and accurate data regarding the equipment owned and managed by OIRM
- ability to access this data to build equipment replacement recommendations and other long-term strategic analysis for discussion in the IT governance process
- capability to generate real-time inventories which are beneficial at various points in the asset management lifecycle
- opportunity to streamline the annual inventory process

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☒ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other

☐ _____

Project Status/Activity (as of 2006):
- Conducted three-day on-site demonstrations of proposed solutions with three vendors in April.
- Began process of reviewing the project's goals and objectives using OIRM's Gates Process in October; limited project's scope to initially only address hardware.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
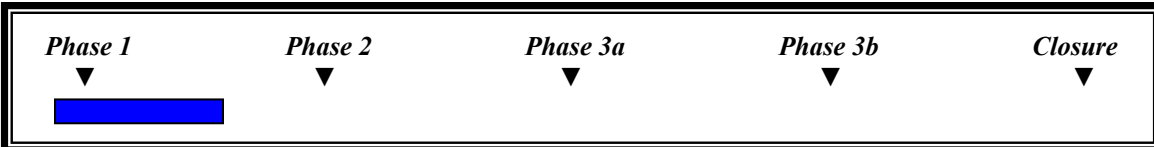
Self Rating:		Project was placed on hold by the CIO in 2006, but will resume in 2008.

Funding Releases:
PRB Fund Release for $140,000 for Phase I of the DES-ITS-Asset Management System for Countywide Network and Infrastructure Equipment on 06/21/05

Budget Details: Double budget with operating fund transfer; ITS Operating fund 5531 to ITS Capital fund 3781, project #378208.

2004 Adopted Budget: $147,000

OIRM: BUSINESS CONTINUITY PROGRAM

Sponsor:	David Martinez
Project Manager:	Sharon Glein
Project #:	377109/377120/377139
Initial Project Timeline:	May 2003 – December 2007
Actual Project Timeline:	June 2003 – August 2008
Total LTD Appropriated Budget as of 12/31/07:	$3,857,548
Total LTD Expenditures as of 12/31/07:	$2,128,512
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
The purpose of this program is to establish a countywide information technology (IT) business continuity plan for county government, identify the technology requirements for this plan, and implement IT solutions to support the King County Emergency Management Plan and county essential business services. King County government faces significant exposure if a major disaster or other catastrophe affected the county's computing and communications infrastructure. Currently, there is no complete countywide plan that could be used as a guide to manage critical operations if such an event were to occur. This program will implement solutions that begin to mitigate this risk.

Expected Benefits:
At the conclusion of the business continuity program, the following are expected:
- Countywide business continuity planning documents, including Risk Assessment, Business Impact Analysis, Recovery Strategies, and IT Business Continuity Implementation Plan
- Countywide IT Business Continuity policy and guidelines
- Mitigation and response plans for the highest priority countywide IT business continuity risks

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
The program will continue to use a mix of business continuity consultants, program staff, and agency staff to complete its work. The program will continue working directly with technology governance members on the Business Management Council on its countywide initiatives and projects.

Project Status/Activity:
Activities completed by the program:
- Countywide business continuity risk assessment for IT and telecommunication
- Countywide business impact analysis for IT and telecommunications
- IT business continuity implementation plan for recovery strategies
- Adoption of the countywide IT Business Continuity policy and guidelines
- Executable implementation plan
- Pilot of an interoperable communications solution
- Implementation of priority communication services for IT staff

Activities underway to be completed in 2008:
- Implement mitigation solutions that align with the selected recovery strategies
  - Countywide capability for alternate data center
  - Critical application mitigation
  - IT disaster response planning and exercises to test mitigations
- Evaluate other interoperable communications solutions and implement

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:

D082107-06 – The Board members present approved the release of $1,790,021 for phase IIIb. Total budget appropriation for the project is $3,857,548 of which $159,727 remains unreleased.

D091906-05 - The Board members present approved the release of $596,999 for Phase IIIb of OIRM - Business Continuity. Total budget appropriation for the project is $2,103,800 of which $196,000 remains unreleased.

Budget Details: Partial double budget with operating fund transfer; Transition fund transfer from CX 10 and OIRM Capital rates to OIRM Capital fund 3771, project #377120; transfer #377139 from ITS to OIRM – Business Continuity Program; reduced FFY04 UASI Grant Funds Budget from $610,801 to $188,800 because planned equipment expenditure was denied by the Multi-Jurisdictional Equipment Planning Group.

2007 Adopted Budget: $1,753,748
Grant Appropriation: $188,800
2004 Adopted Budget: $1,565,000 (includes $130,000 for project #377139)
2003 Adopted Budget: $350,000

OIRM: COUNTYWIDE IT ASSET MANAGEMENT

Sponsor:	David Martinez
Project Manager:	Kevin Fung
Project #:	377123
Initial Project Timeline:	Start July 2004; End Aug 2005
Actual Project Timeline:	7/1/04 – 12/31/08
Total LTD Appropriated Budget as of 12/31/07:	$300,496
Total LTD Expenditures as of 12/31/07:	$5,332
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
The County does not currently have an IT asset management policy and a wide variety of practices are currently in use. This project will develop and implement policies to standardize IT asset management so that management practices can be improved and any tool purchased or developed will meet the countywide policy.

IT assets include all computer and network related hardware, software, firmware, and middleware. IT assets and their related license agreements require life cycle management and inventory control. The Office of Information Resource Management will develop an IT Asset Management guideline with a countywide scope. The guideline will lay a foundation for responsible, accountable management of IT assets by all county agencies.

Policies will be developed once the general principals outlined in the IT Asset Management guideline have been accepted by the governance groups. The policies will describe the appropriate minimum control tasks required for good management of the county's IT assets. Policies first be submitted to governance for acceptance.

IT Asset Management standards will be drafted for processes that is or should be consistent across all branches of government. Additional policies may exist or be developed by individual agencies which are more specific than the countywide IT Asset Management policies developed as part of this project.

The final project deliverable will be a tool evolution matrix to be used when considering the purchase of any IT Asset Management tool.

Expected Benefits:
- Provide IT asset management guideline, policies, standards and tool evaluation criteria.
- Any investments made in IT asset management systems will meet the policies and provide the recommended level of information to manage assets.
- Management practices can be improved to achieve efficiencies and better control over IT assets as well as to avoid audit findings or software licensing liabilities in the future.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials

☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions

☒ Makes decisions and decision-related materials more easily available

☒ Supports ability to track long-term outcomes

☒ Supports visibility into the decision process

☒ Supports input and feedback related to countywide decisions

Risk Management

☐ Intended to improve security and provide legally mandated services and basic operations support

Other

☐ Fulfill regulatory requirements

☐ Provide tactical agency operational improvements

☐ _____

Technical Outcomes:

Increases architectural flexibility

☐ Utilizes open standards

☐ Employs web-based technologies

☐ Utilizes commercial off the shelf software

☐ Leverages and/or extends integration architecture

Improves data management

☐ Increases data security

☐ Increases data privacy

☒ Improves data accuracy

☐ Reduces data redundancy

Improves technology operations

☐ Enhances system reliability

☐ Consolidates hardware/software

☐ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach:

A survey will be conducted to determine current agency policies, practices and tools for IT asset management. Draft policies will be developed and governance members will be convened to provide input before finalizing the policies.

Project Status/Activity:

The project was placed on hold in 2006, but will resume in 2008.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
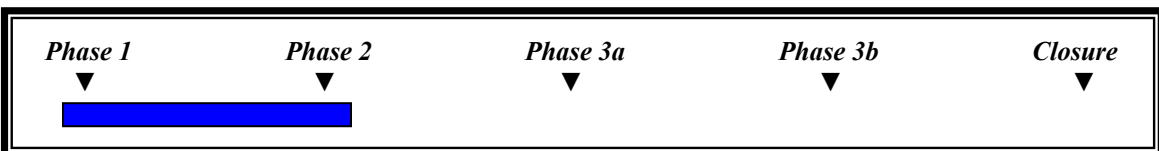
Self Rating:		Project was placed on hold in 2006 by the CIO, but will resume in 2008.

Funding Releases:
D071404-03: The board members present approved the release of $75,000 for Phase 1 through 2 for the OIRM – IT Asset Management. All appropriated budget has been released with this decision.

Budget Details: Partial double budget with operating fund transfer; Transition fund transfer from CX 10 and OIRM Capital rates to OIRM Capital fund 3771, project #377123

2006 Adopted Budget: $225,496
2004 Adopted Budget: $75,000

OIRM: DATA CENTER RELOCATION

Sponsor:	
Project Manager:	CherylAnn Boudreau
Project #:	N/A
Initial Project Timeline:	Oct 2006 – March 2008
Actual Project Timeline:	Oct 2006 – December 2007
Total LTD Appropriated Budget as of 12/31/07:	$375,000
Total LTD Expenditures as of 12/31/07:	$375,000
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
The project appropriation of $375,000 was used for consulting services to develop a "Statement of Requirements" for the planning and design for a county-wide consolidated data center. The Office of Information Resources Management (OIRM) created a draft "Data Center Requirements" document that was validated by the consultant. This document, along with the server inventory that identifies approximately 1000 servers, will be used to develop conceptual drawings of floor plans, estimate construction costs and assess the power and cooling needs for a consolidated data center.

Expected Benefits:
The expected benefits of the project include creation of a facility plan.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and Accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management

☒ Intended to improve security and provide legally mandated services and basic operations support

Other

☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:

Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture

Improves data management
☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach:
The project utilized a consultant to develop a design program for a facility. The project has retained a property management company to develop a preliminary design and cost at a proposed location. This project is for the Department of Executive Services, Facilities Management Division.

Project Status/Activity:
In 2006, the project selected a consultant and initiated the design program. In February 2008, the project completed the remaining deliverables:
• Documentation of gaps in alignment of budget with plan
• Documentation of strategies to close gaps
• Cost analysis and comparison of identified strategies
• High-level Power-point presentation for executive review

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
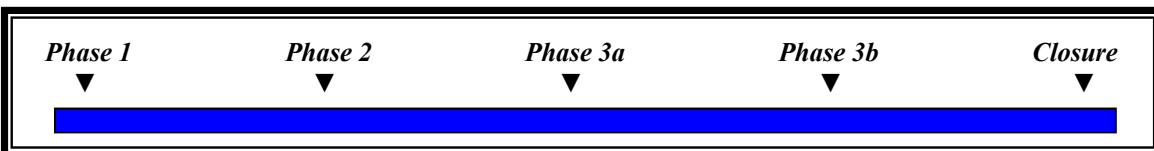
Self Rating:		Project completed.

Funding Releases:
D101607-05 - The Board members present approved the release of $375,000 for Phase II. Total budget appropriation for the project is $375,000 of which $0 remains unreleased.

2006 - No funding releases were made

Budget Details: Capital Project Fund #395657
2006 Adopted Budget: $375,000

OIRM: DESKTOP AND DEPARTMENTAL SERVER OPTIMIZATION

Sponsor:	David Martinez
Project Manager:	Richard Egusa
Project #:	378211
Initial Project Timeline:	January 2005 – December 2005
Actual Project Timeline:	January 2005 – November 2007
Total LTD Appropriated Budget as of 12/31/07:	$79,380
Total LTD Expenditures as of 01/31/07:	$79,380
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
This project was created to develop a departmental plan to standardize the desktop and servers, create a migration and upgrade plan in conformity with the Departmental Equipment Replacement Plan, and would introduce common desktop and server management practices. Consolidation of print and file servers would be examined.

Emergency and ad hoc measures have been taken to patch and push updates to servers and desktops. As part of the optimization, OIRM will propose standards through the department's IT governance process and apply those standards and products to DES' desktops and servers.

The project is expected to result in increased efficiencies through more productive technical staff and server consolidation, There will be a significant reduction of service delivery risk by providing rapid and effective deployment of security fixes, patches and updates. A standard, current set of platforms will help reduce system restoration times in the event of an outage.

Expected Benefits:
The final measure of the success of this project will be the success of the sub-projects' deliverables as a result of this project planning. In general we expect the final results to be:

Optimization will simplify the environment and result in savings. For other County agencies, our initiative will provide a cost effective approach that can be replicated elsewhere. The DES policy framework is established in the DES Equipment Replacement Plan and the Technology Plan.

Optimization of servers and desktops will result in greater productivity by LAN and desktop support people. This will allow additional resource time to implement and manage additional security and DR/BC.

Optimizing the infrastructure of servers and desktops will reduce costs of running the business. Rather than spending more time than necessary supporting hardware and software, time can be reallocated to supporting end users and their business needs.

All professional press, studies, consulting firms, benchmarks, internal experience and other sources of information indicate optimizing the desktop and servers pays off in savings, productivity improvements, and additional security.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☐ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☐ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☒ Utilizes open standards
☐ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other
☐ _____

Project Approach:
The project employed a technical project manager TLT to gather the existing as built status, and work with business owners, DES Technology Plan and security and disaster recovery/business continuity initiatives to create an overall architecture and a series of stand alone projects which, together, would achieve that architecture.

Project Status/Activity:
The Desktop piece of the project has been incorporated with the Thin Client project. The server portion needs to be re-examined as to how the county should proceed.

PRB Phase Status:

Phase 1 ▼	Phase 2 ▼	Phase 3a ▼	Phase 3b ▼	Closure ▼
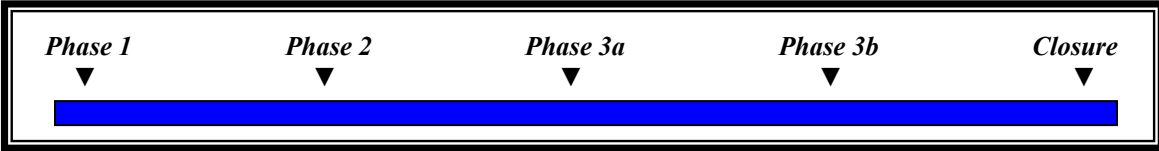
Self Rating:		Project completed.

Funding Releases:
D102006-04 - ITS - Desktop and Departmental Server Optimization: The Board members approved via e-mail that the project remaining funds be managed under the Alternative WorkStation Replacement project.

PRB approved Fund Release of $20,000 on 4/19/05, to hire a technical project manager.

Budget Details: Double budget with operating fund transfer; ITS Operating fund 5531 to ITS Capital fund 3781, project #378211.

2005 Adopted Budget: $79,380

OIRM: ELECTRONIC DATA RETRIEVAL

Sponsor:	David Martinez
Project Manager:	Trever Esko
Project #:	377170
Initial Project Timeline:	July 2006 - March 2007
Actual Project Timeline:	November 2006 – February 2008
Total LTD Appropriated Budget as of 12/31/07:	$25,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
When data resides within county information systems, an agency is deemed to own the data as the primary caretaker of the data, and who has – by policy, statute, or law – authority over and responsibility for the data. When that data resides within a database that is managed by an information system, the data is managed by the security and access controls that govern that system, but when the data is distributed, decisions must be made regarding the availability and confidentially of the data in its modified environment, and the need for governance, security and control standards.

The purpose of this project is to establish the policies that guide the analysis and creation of such controls for distributed data management and electronic data retrieval.

Expected Benefits:
The benefit of this effort will be improved security of electronic data, reducing risks and protecting public interests associated with distributed data.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

Project Status/Activity:

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		Initial analysis completed as part of the LSJ-I Program. Project deliverables will be developed and finalized in Q1 2007.

Funding Releases: None.

Budget Details:

2006 Mid-Year Appropriation: $25,000

OIRM: ENTERPRISE IT EQUIPMENT REPLACEMENT

Sponsor:	David Martinez
Project Manager:	Sonja Rowland
Project #:	378206
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total LTD Appropriated Budget as of 12/31/07:	$7,442,904
Total LTD Expenditures as of 12/31/07:	$3,055,665
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
This project will enable OIRM to replace equipment (mostly servers, routers, switches) that support county's enterprise IT infrastructure. The approved amount was based on the 2003/2004 and 2005 spending amounts reflected in the Enterprise-Wide Equipment Replacement (EER) plan adopted by the Council in 2003. Additionally, spending plans for 2006, 2007 and 2008 have been submitted.

Expected Benefits:
Timely replacement of equipment will avoid infrastructure breakdown, costly maintenance, and interruption to county businesses.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☐ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
☐ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management

☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
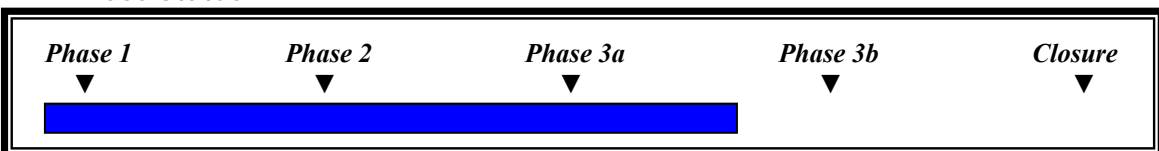- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

Systematically replace end of contract, end of software maintenance, end of support and end of life equipment following a defined process to include an OIRM EER Review Committee review and approval.

Project Status/Activity:

In 2003, the equipment replacement project partially funded the purchase of switches for the RJC and paid $50,000 for consulting services for equipment replacement plan as directed by the proviso.

In 2004, the equipment replacement project replaced the Legato Networker Backup Server and Tape Library; two core switches (one at KCCH and one at KSC); purchased a firewall management console, a HIDS management console and 23 McAfee/Entercept web server software licenses; paid $35,000 for consulting services; and paid for the partial replacement of the Exchange 5.5 email system.

In 2005, the equipment replacement project replaced the Backup Legato Workstation; Cisco Router for VLAN; two Nokia Firewalls; Web Statistic Application Server; TACACS Server; E-Health Server; SYSLOG Server and software, TFTP Server and the remaining Exchange 5.5 email system. Also purchased in 2005 were new core and distribution switches for KCWAN.

In October 2005, the PRB placed the project in a status of Red. The newly assigned Project Manager and the Network Engineering Manager conducted a thorough analysis of the program and confirmed that the project should in fact be a status red. They developed a mitigation plan and presented it to the PRB. In the meantime the program was placed under the Network Infrastructure Optimization umbrella to ensure continuity between it and other projects. The mitigation plan was accepted by the PRB and as of this writing (February 2006), the project has been moved from a status red to a status green.

For 2006, the CIO directed that risks to the King County Wide Area Network be mitigated following six priorities. In 2006, priorities 1-4 were accomplished and priority 5 was begun. In 2007, worked continued on priority 5.
1. Replace End of Contract Equipment
2. Replace End of Software Maintenance Equipment
3. Mitigate Software Advisories
4. Mitigate Image Deferrals
5. Replace End of Life Equipment
6. Replace Future End of Software Maintenance Equipment

One server was replaced at a cost of $3386 using the 206DSS (Distributed Systems) funds. Network equipment was replaced at a cost of $1,141,050 using the 206INF (Infrastructure by FTE) funds. Some network equipment no longer in use was removed, but not replaced.

There were no purchases out of the 206MES (Messaging) fund in 2006. IT equipment has been disposed by trade-in.

Project Status/Activity:

55% of the legacy equipment has been replaced.

Funding Releases:
2007 Funding Release: $1,486,034
2005 Funding Release: $636,198

Budget Details: Double budget with operating fund transfer; ITS Operating fund transfer from 5531 to ITS Capital fund 3781, project #378206.

2008 Adopted Budget: $1,942,328
2007 Adopted Budget: $1,677,706
2006 Adopted Budget: $605,719
2005 Adopted Budget: $636,198
2004 Adopted Budget: $804,996
Prior Adopted Budget: $1,775,957

OIRM: EMERGENCY RADIO SYSTEM REPLACEMENT (ERS) EQUIPMENT REPLACEMENT ASSESSMENT & PROPOSAL

Sponsor:	David Martinez
Project Manager:	David Mendel
Project #:	347301 (sub-project 301ERS)
Initial Project Timeline:	11/1/2007 – 12/31/2008
Actual Project Timeline:	11/1/2007 – 12/31/2008
Total LTD Appropriated Budget as of 12/31/07:	$644,238
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description: The scope of this project is still being determined. Most likely the project will be determining the scope, but ultimately the project will involve the replacement of the Regional Emergency Trunked Radio System. Initially the project will involve needs assessment,

alternative solution development, and RFP development which will lead to project design and implementation.

Expected Benefits: Greater system capacity and allowance for growth while taking advantage of emerging technologies to replace the current voice radio system used by public safety first responders and other general government agencies. The project will explore the possibility of merging wireless data and radio voice communications to provide for a more meaningful user experience.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach: Full project management approaches will be utilized to manage the project. This will be conducted with regional communications partners and may involve many vendors from many fields related to radio voice and data wireless communications.

Project Status/Activity: This project is only in conceptual stage and has not been launched. In 2007, the County expects to partner with the City of Seattle to develop a more comprehensive and solid work plan for the project.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
■				
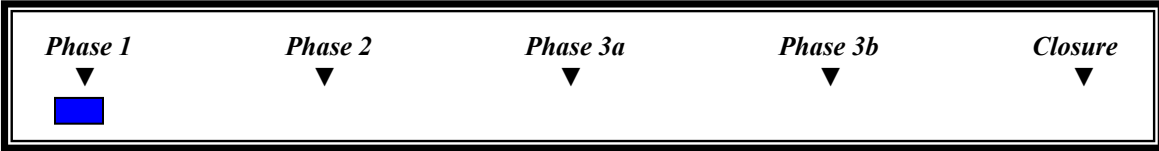
Self Rating:	■	This is a 2007 project that has not started.

Funding Releases: None to date.

Budget Details:
2008 Appropriation: $314,238
Subproject 301ERS: 2007 Adopted Budget: $330,000; Radio Communications Services CIP fund 3473, project #347301

OIRM: EXECUTIVE BRANCH IT REORGANIZATION

Sponsor:	David Martinez
Project Manager:	Sharon Glein
Project #:	377191
Initial Project Timeline:	Q3 2006 – Q3 2010
Actual Project Timeline:	February 2007 – December 2010
Total LTD Appropriated Budget as of 12/31/07:	$919,874
Total LTD Expenditures as of 12/31/07:	$115,552
Primary IT Goal	Accountability/Transparency
Project Type	Implementation

Project Description:
This program will implement "phase I" of the consolidated Information Technology organization for Executive Branch departments as described in the Executive Recommendation On IT Reorganization report. There are five major initiatives within the program:
- Organization Transition – includes an assessment of the IT organizations within the Executive Branch, and the development and implementation of organization transition plans.
- Enterprise Architecture (originally combined with Organization Transition) - includes service delivery plans, service level management, performance measurement, and change management
- Server Consolidation - includes a business case for server consolidation, shared file, print and database services, and server, storage, backup and recovery services
- Workstation Standardization – includes deployment of thin clients and standardization of PC management
- Service Desk (also called Service Center Buildout) – includes short term help desk improvements and service desk implementation

Expected Benefits:
- Enhanced IT security
- Improved IT governance, performance management, and accountability
- Ability to standardize and improve policies, procedures, and business practices related to IT service delivery
- Focus agencies on value-added IT functions, not provision of commodity services
- Cost savings and associated increase in non-IT related productivity
- Enhanced IT professional development as the restructure expands opportunities for upward mobility for IT professionals and fosters deeper skill specialization

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☒ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☒ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
The program will use a mix of consultants, county management and staff, and vendors to transition staff to the new central IT organization, establish IT service delivery plans, consolidate the technical infrastructure, standardize workstations, and implement an IT service desk.

The Organization Transition initiative lays the foundation for the other four initiatives: Enterprise Architecture, Server Consolidation, Workstation Standardization and Service Desk. Work force issues from these four initiatives may have an impact on the work of the Organization Transition initiative.

OIRM projects will be assessed for alignment with the IT Reorganization goals and strategies.

Project Status/Activity:
- OIRM and ITS combined into a single IT organization in 2006
- IT Service Delivery managers hired (permanent and interim)and service delivery plans completed for each Executive Branch department in 2007
- Organization development consultant hired and assessment completed in 2007
- Future organizational model under development in 2007
- Initial performance measurements for OIRM defined and department measurements under development in 2007
- Data center consolidation planning underway in 2007
- Thin client pilot completed, deployment guide and business case developed in 2007

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D022007-02 – The Board members present approved the release within phase I for $565,000. Total budget appropriation for the project is $993,499 of which $428,499 remains unreleased.

Budget Details:
2007 Adopted Budget: $907,860

2007 Redirected Funds: $12,014 - These funds were appropriated for the original analysis project defined by the Technology Unification Project (377138). That scope of work was completed, and the residual balance has been redirected to implement the recommendations.

2008 Planned Re-Appropriation: In 2006, operating funds of $440,000 were appropriated and lapsed. In 2008, the funds will be proposed for re-appropriation.

OIRM: IT EQUIPMENT REPLACEMENT

Sponsor:	David Martinez
Project Manager:	Bob Neddo
Project #:	546120
Initial Project Timeline:	January 2007 - December 2007
Actual Project Timeline:	January 2007 - December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$208,657
Total 2007 Expenditures as of 12/31/07:	$72,972.49
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:

This is a replacement of existing and/or purchase of new IT equipment in 2007 to support OIRM operations.

Expected Benefits:
These IT purchases are needed to facilitate the efficient operations of the OIRM staff by providing staff with the necessary technological tools to complete their 2007 work programs.

This project—a general equipment replacement—does not relate to any particular performance measure, it merely allows OIRM to operate efficiently (so it generally applies to all performance measures).

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies

☒ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:

This was annual equipment replacement work.

Project Status/Activity:

Percentage of Equipment Replaced: 58%

Funding Releases:
2007 Funding Release: $208,657

Budget Details:
2007 Adopted Budget: $250,251 (OIRM portion only); Internal Service Fund 5461. This fund is also being used by DES agencies for DES PC Replacement.

OIRM: INFORMATION SECURITY & PRIVACY PROGRAM

Sponsor:	David Martinez
Project Manager:	Elise McConnell
Project #:	377110, 377121
Initial Project Timeline:	March 2003 – December 2007
Actual Project Timeline:	March 2003 – December 2009
Total LTD Appropriated Budget as of 12/31/07:	$4,701,636
Total LTD Expenditures as of 12/31/07:	$2,579,217
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
The purpose of this countywide initiative is to secure county information and systems by making employee security roles clear, providing training and awareness, and implementing policies, standards, methods, tools, and improvements, and provide a strong foundation from which the security and privacy organization, including a new position for Chief Information Security and Privacy Officer, could begin operational work.

Expected Benefits:
- Reduce the risk that county information systems and business operations will be disrupted, or incur unplanned costs or risk exposure due to security vulnerabilities or loss of control of private information.
- Have information security and privacy permeate every aspect of information technology: its use, support, development, policies, and governance.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☒ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

The program used a mix of consultants, program staff and agency staff to complete its work as follows:
- Consultants to conduct countywide information security and privacy assessments, and to develop and provide information security and privacy awareness and training to county employees.

- Project staff to oversee agency efforts to identify and remediate security and privacy deficiencies, and to draft, refine and oversee implementation of countywide security and privacy policies standards, guidelines and methods.
- Technology governance to review countywide policies, standards and guidelines for completeness.
- Project and agency staff to research, procure and deploy tools to improve the county's security maturity.

Project Status/Activity:
Activities completed by the program:
- Information security and privacy assessment and identified corrective actions taken to remediate vulnerabilities
- Information security and privacy organization established, Chief Information Security & Privacy Officer appointed
- Information security and privacy advisory report developed
- Eight instructor led information security and privacy training courses developed
- Information security & privacy awareness web-based training course developed
- Five endpoint and vulnerability tools implemented (some agencies still underway) and training provided
- Information privacy exposures identified and corrective actions taken (some agencies still underway)
- Seven information security policies, standards and guidelines approved, 30 drafted
- IT risk management framework developed and IT risk management program integrated into the County's project management methodology

Activities yet to be completed:
- Refresh web-based privacy training and offer again to all employees
- Encryption needs assessment, including email encryption, laptop encryption, Secure FTP and Digital Signatures
- Upgrade ePo and FoundStone
- Develop security roles and responsibilities
- Monitor Tipping Point installation and Check Point Eventia Firewall deployment

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
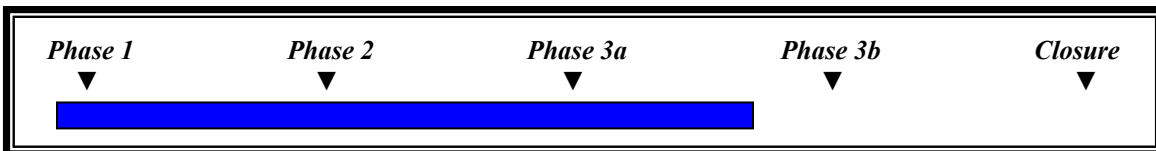
Self Rating:		Project priorities have shifted and new direction being discussed with CIO.

Funding Releases:
D051606-04 - The Board members present approved the release of $1,302,449 for Phase IIIb of the OIRM: Information Security and Privacy project. Total project budget appropriation for the project is $3,470,837 of which $182,909 remains unreleased.

Budget Details: Partial transition fund transfer from CX 10 and OIRM Capital rates to OIRM Capital fund 3771, project #377121. FFY04 UASI sub-grant was reduced from $250,00 to $249,408 to reflect the amount spent.

2007 Adopted Budget: $1,231,391
2006 Adopted Budget: $915,010

2005 Adopted Budget: $503,940
2005 Grant Appropriation: $249,408
2004 Adopted Budget: $1,420,000
Prior Year Appropriations (#377110): $381,887

OIRM: INTER-DEPARTMENTAL COLLABORATION TOOLS

Sponsor:	David Martinez
Project Manager:	Ken Dutcher
Project #:	378212
Initial Project Timeline:	January 2005 – December 2005
Actual Project Timeline:	3/1/05 – 12/31/08
Total LTD Appropriated Budget as of 12/31/07:	$109,799
Total LTD Expenditures as of 12/31/07:	$24,416
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
King County enterprise-level administrative processes rely on a variety of un-connected forms and systems requiring greater levels of effort to produce consistent, accurate results than would more automated processes. The county needs to be as efficient as possible with these processes so that scarce resources are preserved for the provision of direct services to the public.

Inter-departmental collaboration tools are a way to: 1) share documents on the intranet with searchable content and check-in/check-out features, 2) post announcements and update intranet content without relying on Web developers, 3) control access to Web content with user and group permissions, 4) curb growth and perhaps consolidate file servers used for document sharing and, 5) enable an enterprise collaboration environment that currently is fragmented via many single non standardized sites.

Expected Benefits:
An inter-departmental collaboration product (e.g. SharePoint services from Microsoft) can produce the benefits listed below. The ability to store and share documents across the enterprise in a consistent, easily utilized, maintainable manner will preclude the need for developing individual solutions which may not integrate well across the enterprise and can curb the growth of individual file servers implemented to share information in the form of documents and other electronic media.

Business Outcomes:
Specific business outcomes from the project include:
- Managers and employees save time finding and retrieving information and documents.
- Labor is reduced in publishing and maintaining organization intranets.
- More effective and efficient committee and team collaboration with check-in, check-out and document discussion features.
- Staff is better apprised of emergency procedures, security vulnerabilities, strategic initiatives, standards, events, policies, etc.
- Project progress can be tracked by a wider audience, improving overall program management.
- Interdepartmental collaboration is easier and more effective with all members contributing as a team.

- Reduces low-level IT maintenance, by allowing page permissions and administration to be managed by non/semi-technical site administrators.
- Best practices are promoted by discipline-specific information publishing and collaboration (e.g., sites for LAN administrators, PIOs, managers, grant writers, etc.).
- Agencies can gather information with survey tools.
- Interested parties are immediately alerted when documents are updated.
- Intranet application development is more secure and easier to develop and deploy.
- Staff gets a better view of King County's overall business.
- Intranet applications are integrated on a single platform.
- Improves the delivery of services to internal customers.
- Improves "ease of use" for end-users.
- A single system helps avoid the maintenance and support costs which would result if agencies were to implement individual solutions).

Case studies for similar projects at school districts, state and city departments and Honeywell indicate the following business outcomes were achieved:
- Project information was more accessible across the enterprise.
- Processes were improved.
- Document recovery and rework time were reduced.
- Time spent in routine administrative tasks was reduced.
- Information workers spent less time searching for data.
- All company data is accessible to search.
- Development time was reduced.
- Web services code was reused.
- Key data and applications of interest presented together in customized, organized pages.

County agencies already have communicated their interest and need for this service to OIRM. For example, HRD (Benefits) has a business need to provide benefit information quickly and accurately with King County employees and their families. The Executive, Public Health, DOT, DCHS, OIRM, and the Elections section of REALS have all identified business needs based on collaboration tools that promote efficient and effective document editing.

Technology Outcomes:
Specific technology outcomes from the project include:
- Leverages existing infrastructure (hardware and software) through incremental investments.
- Improves document security and version control.
- Provides new functionality for end-users.
- Can improve efficiency and security in new intranet applications development.

It may be difficult to identify appropriate performance measures because it is difficult to measure increases in personal productivity. However, some suggested performance measure possibilities are:
- Time required to find and retrieve agency documents such as org charts, policies and procedures.
- Time required to publish information to an intranet Web site.
- Number of pages used by committees and project teams to track progress and report outcomes.
- Manual printing and writing of forms.
- The speed of distributing security patches and other highly time-sensitive information.
- The amount of available information devoted to increasing knowledge and skill in job related areas.
- The number of requests for information made by phone or e-mail.
- The amount of lost information.

Business Outcomes:

Efficiency

☒ Offers a positive return on investment (ROI)

☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service

☐ Improves accessibility of public records

☒ Improves accessibility to county services, resources, and/or officials

☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions

☒ Makes decisions and decision-related materials more easily available

☒ Supports ability to track long-term outcomes

☒ Supports visibility into the decision process

☒ Supports input and feedback related to countywide decisions

Risk Management

☐ Intended to improve security and provide legally mandated services and basic operations support

Other

☐ Fulfill regulatory requirements

☒ Provide tactical agency operational improvements

☐ _____

Technical Outcomes:

Increases architectural flexibility

☒ Utilizes open standards

☒ Employs web-based technologies

☒ Utilizes commercial off the shelf software

☐ Leverages and/or extends integration architecture

Improves data management

☐ Increases data security

☐ Increases data privacy

☐ Improves data accuracy

☒ Reduces data redundancy

Improves technology operations

☐ Enhances system reliability

☒ Consolidates hardware/software

☒ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach: Re-evaluate as part of the IT Reorganization project.

Project Status/Activity:

This was a new project for the 2005 Budget.

As with other enterprise initiatives of this nature, training is a key component of program development.   Key stakeholders will need to be involved in this aspect of the project as well as helping to define and resolve any policy related issues that might diminish the benefits associated with this investment.

Project was transferred from DES to OIRM in 2006.

In 2007 further analysis was perform regarding the PRB action item #A051705-04 (from PRB 05/17/05). Analysis focused on potential implementation costs along with sustained operational costs to support services and features as originally envisioned. Analysis revealed that the project can not be realized under the current defined budget, scope and licensing models implemented at the county. The project remains on hold while further analysis occurs regarding enterprise licensing, server consolidation analysis, I.T. reorganization is implemented; all such related projects and initiatives will influence cost, benefits and operational support of a collaboration service for the enterprise.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
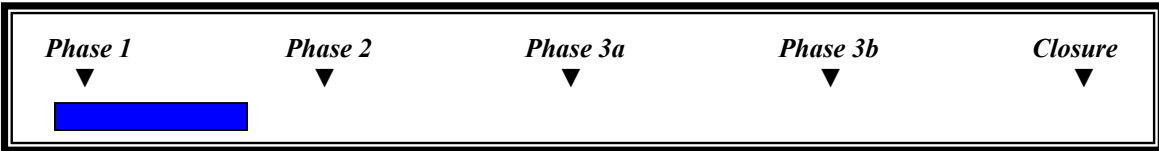
Self Rating:		Project is currently on hold pending resources and resolution to current PRB action item.

Funding Releases:
On 5/17/05 the board members present approved the release of $39,799 for Phases 1 and 2 - Project Planning and Development for the DES – ITS – Collaboration Services project, now under OIRM. Total Project Budget is $109,799 of which $70,000 remains unreleased. The release was made with the condition that action item (A051705-04) is addressed prior to the phase 2 review (to release funds for phase 3a).

Action #A051705-04 (from PRB 05/17/05): The Collaborative Services project needs to more completely define the approach to implementing collaboration services.   An expanded definition of the services that will be provided along with their expected impacts is needed. This should be quantified as much as is reasonable. Also needed is customer understanding of the charges they will incur for a service and the benefits that it will provide to them. Finally, the level of commitment from each customer organization related to the funding that they will be charged is needed. This should identify their willingness to support various funding levels, given that final project and O&M costs aren't well known and could change significantly. All information should be clear and concise.

Budget Details:
Double budget ($73,565) with operating fund transfer; ITS Operating fund 5531 to ITS Capital fund 3781, project #378212

2005 Adopted Budget: $109,799

OIRM: IT PROJECT MANAGEMENT PHASE II

Sponsor:	David Martinez
Project Manager:	Gary Lemenager
Project #:	377122
Initial Project Timeline:	July 2004 – December 2008
Actual Project Timeline:	July 2004 – December 2008
Total LTD Appropriated Budget as of 12/31/07:	$258,088
Total LTD Expenditures as of 12/31/07:	$181,101
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description: The county has a wide variety of IT Project Management tools and practices, and staff assigned to project manager duties often are not experienced and have few resources from which to begin their work. The project developed and implemented an IT Project Management methodology and framework, a project manager assignment certification program, expanded on existing IT PM training provided to County employees, and upgraded and integrated existing project manager tools and templates to support the management of the County's IT projects.

Expected Benefits: By providing IT Project Managers with a methodology and framework which includes tools, templates and training, they will be able to have the resources to more effectively manage their projects. These resources are only as valuable as the people having the necessary skills to put them to their greatest.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☐ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☒ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☐ Intended to improve security and provide legally mandated services and basic operations support
Other
☒ Fulfill regulatory requirements, provide tactical agency operational improvements, and reduce the risk of project failures

Technical Outcomes:
Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture

Improves data management
- [ ] Increases data security
- [ ] Increases data privacy
- [ ] Improves data accuracy
- [ ] Reduces data redundancy

Improves technology operations
- [ ] Enhances system reliability
- [ ] Consolidates hardware/software
- [ ] Standardizes or streamlines existing operations

Other
- [x] Makes tools more readily accessible and usable by IT project managers, sponsors, and teams

Project Approach: An IT Project Manager was assigned to the project to develop the methodology, framework, templates and training.

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
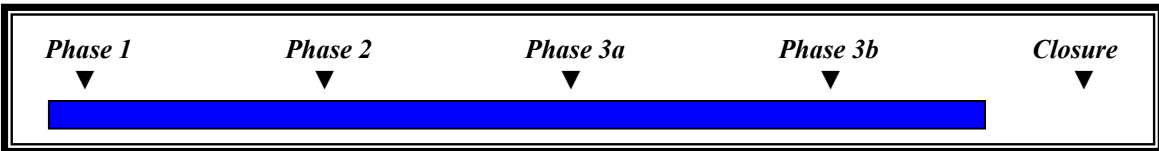
Self Rating:		Phase II of project currently on hold.

Funding Releases: None.

Budget Details:
2007 Adopted Budget: $134,583
2007 Adopted Budget: $123,505 (Left over from Phase I.)

OIRM: JJWEB REMEDIATION

Sponsor:	Paul Sherfey, David Ryan, Hikari Tamura
Project Manager:	Wendy Nash
Project #:	377203
Initial Project Timeline:	1/1/08 – 6/30/09
Actual Project Timeline:	1/1/08 – 6/30/09
Total LTD Appropriated Budget as of 12/31/07:	$248,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
King County's Juvenile Justice Web Application (JJWEB) uses a product called "Web Putty", which is based on Microsoft .NET v1.0, and produces application objects and code that are a hybrid of .NET 1.0 code. By June 2009, .NET v1.0 will reach end-of-life, necessitating that JJWEB be either migrated and upgraded or replaced by that event horizon.

Business Outcomes:

Efficiency

    ☐ Offers a positive return on investment (ROI)

    ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service

    ☐ Improves accessibility of public records

    ☐ Improves accessibility to county services, resources, and/or officials

    ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions

    ☐ Makes decisions and decision-related materials more easily available

    ☐ Supports ability to track long-term outcomes

    ☐ Supports visibility into the decision process

    ☐ Supports input and feedback related to countywide decisions

Risk Management

    ☒ Intended to improve security and provide legally mandated services and basic operations support

Other

    ☐ Fulfill regulatory requirements, provide tactical agency operational improvements, and reduce the risk of project failures

Technical Outcomes:

Increases architectural flexibility

    ☒ Utilizes open standards

    ☒ Employs web-based technologies

    ☒ Utilizes commercial off the shelf software

    ☒ Leverages and/or extends integration architecture

Improves data management

    ☐ Increases data security

    ☐ Increases data privacy

    ☐ Improves data accuracy

    ☒ Reduces data redundancy

Improves technology operations

    ☐ Enhances system reliability

    ☐ Consolidates hardware/software

    ☐ Standardizes or streamlines existing operations

Other

    ☒ Makes tools more readily accessible and usable by IT project managers, sponsors, and teams

Project Approach: Approach for 2007 was to issue an RFI in October and hire a project manager.

Project Status/Activity: RFI was issued in October 2007. Project manager hired to start in January 2008.

PRB Phase Status:
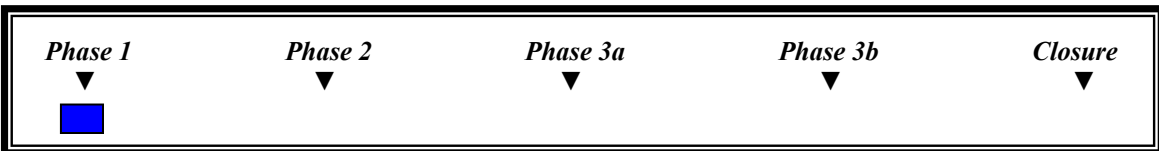
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
🟦				

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
D061907-02 - The Board members present approved the release of $320,000 for phase I contingent upon Council approval of the supplemental budget request. Total budget appropriation requested for 2007 is $320,000 of which $0 remains unreleased.

Budget Details:
2007 Supplemental Budget: $248,000

OIRM: KINGCOUNTY.GOV WEB WORK

Sponsor:	David Martinez
Project Manager:	Trever Esko, Larry Kida
Project #:	377204
Initial Project Timeline:	August 2007 - January 2009
Actual Project Timeline:	8/1/07 – 3/31/09
Total LTD Appropriated Budget as of 12/31/07:	$900,000
Total LTD Expenditures as of 12/31/07:	$124,981
Primary IT Goal	Customer Service/Access/Continuity
Project Type	Implementation

Project Description:
King County acquired the Internet domain www.kingcounty.gov on February 16, 2007, with a condition that the current domain www.metrokc.gov be retired by January 31, 2009. Implementation of the new domain requires certain upgrades and changes to the existing Internet infrastructure. Retiring the current domain is a very significant effort that will involve all agencies and divisions, and will require long term coordination.

As a result, the county will undertake a broad "Web improvement program," which must manage and address a number of complexities and issues to ensure a successful implementation of the new URL, establish "best practices" for managing continuity, back-up/recovery, redundancy and service levels.

The transition from one URL to another is complex and must be addressed with;
1. The technical infrastructure,
2. Clearly defined Policies, Procedures, and Service Level Agreements,
3. Communications with the public and internally and
4. With as little disruption to services and the public as possible.

Expected Benefits: Improved, more reliable web presence with a more flexible content management tool.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions

- ☒ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☒ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach: Replace existing platform with more robust infrastructure, and open content management to the user community without having to rely on the web team to support publishing. Support the domain name change from metrokc to Kingcounty.gov, by the end of 2008.

Project Status/Activity: Project scope has been reduced, due to lack of available resources to achieve the basic requirements put forth by the CIO, which are replace the end of life front end infrastructure with a more robust platform, support migration to the new domain, and utilize the new WCMS application, enterprise-wide, to manage content.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D101607-04 - The Board members present approved the release of $203,000 for Phase II. Total budget appropriation for the project is $203,000 of which $0 remains unreleased.

Budget Details:
2008 Adopted Budget: $697,000; OIRM Capital fund 3771, project #377204
2007 Supplemental Budget: $203,000

OIRM: LAW, SAFETY AND JUSTICE INTEGRATION PROGRAM

Sponsor:	Dan Satterberg and Ron Sims
Project Manager:	Trever Esko
Project #:	377108
Initial Project Timeline:	October 2001 – February 2006
Actual Project Timeline:	January 2003 – July 2008
Total LTD Appropriated Budget as of 12/31/07:	$7,106,850
Total LTD Expenditures as of 12/31/07:	$5,778,581
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
Implement integration "middleware" and deploy it incrementally to facilitate the sharing of data between agencies that comprise the criminal justice process. See the LSJ Strategic Integration Plan dated July 11, 2002.

Expected Benefits:
Business outcomes: Reduce redundant data entry and redundant data management; Improve access to information by decision makers during the criminal justice process.

Technical outcomes: Implement integration "middleware" including the tools and operations required to share data between disparate data systems; perform multiple iterative projects to deploy middleware to address specific data exchanges.

By the conclusion of the LSJ-I Program, King County will have implemented a series of projects that improve the overall management and use of information throughout the criminal justice operations of the county. These improvements will primarily involve the method in which data is shared between and among agencies, and will result in operational efficiencies. Specifically, the sub-projects will improve the following criminal justice functions:

- Field-based suspect information access
- Suspect warrant matching
- Jail intake and booking operations
- Jail population housing and program management
- Felony case referrals to the Prosecutor
- Streamlined case disposition dissemination
- Constituent access to public jail information
- Constituent access to public criminal court records

Business Outcomes:
Efficiency
    ☒ Offers a positive return on investment (ROI)
    ☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
    ☒ Improves accessibility of public records
    ☐ Improves accessibility to county services, resources, and/or officials
    ☒ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
    ☒ Makes decisions and decision-related materials more easily available

    ☐ Supports ability to track long-term outcomes
    ☐ Supports visibility into the decision process
    ☐ Supports input and feedback related to countywide decisions
Risk Management
    ☐ Intended to improve security and provide legally mandated services and basic operations support
Other
    ☐ Fulfill regulatory requirements
    ☒ Provide tactical agency operational improvements
    ☐ _____

Technical Outcomes:
Increases architectural flexibility
    ☒ Utilizes open standards
    ☒ Employs web-based technologies
    ☒ Utilizes commercial off the shelf software
    ☒ Leverages and/or extends integration architecture
Improves data management
    ☐ Increases data security
    ☐ Increases data privacy
    ☒ Improves data accuracy
    ☒ Reduces data redundancy
Improves technology operations
    ☐ Enhances system reliability
    ☐ Consolidates hardware/software
    ☐ Standardizes or streamlines existing operations
Other
    ☐ _____

Project Approach:
The LSJ-I Program will be comprised of activities that align to the county's standard project management methodology. However, during implementation, "Phase 3b" will have the appearance of multiple, iterative implementation projects.

Initially, the program developed an "integrated business model" and detailed technical requirements for performing integration (Phase 2). The program then acquired a solution, created the long-term design of that solution, and developed a prototype to "prove out" the solution (Phase 3a). The program will deploy the solution to address specific operational opportunities over a 24-month incremental implementation (Phase 3b).

Project Status/Activity:
At the conclusion of 2006, the following three sub-projects of the LSJ-I Program were active, with project status as follows:

Booking and Referral Filing. King County's major development was completed in Q1 2006, and the project is currently in Test Phase. The county has delayed implementation, awaiting the development of a new digital certificate service from Washington State Department of Information Services, which will provide the regional security infrastructure for the solution. Based on current commitments from Washington State DIS, this project will be implemented in Q3 2007.

While not yet completed, in 2006, King County's Booking and Referral Filing Project was recognized by CIO Magazine as one of the 100 most innovative technology projects in the United States.

Case and Criminal History. This project was initiated in 2004 once the state committed to delivering the required service in its "JIN Program Blueprint" transmitted to the Governor. At this time, the county has delayed implementation for over 12 months, awaiting completion of the required data services from the Washington State JIN Program. Based on current commitments from the JIN Program, it is expected the project will be implemented in February 2007.

Public Information Portal. Part of this project was developed as the "Jail Inmate Look-up Service (JILS) pilot project. This project will now develop and implement the full vision of this service, which will provide King County's citizens with a comprehensive "criminal justice e-services" portal. Additionally, the project will provide expanded and secured self-service access for criminal justice practitioners to criminal justice information. This project is currently in Design Phase. While development schedules have not been finalized, it is likely this project will be completed in Q4 2007.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
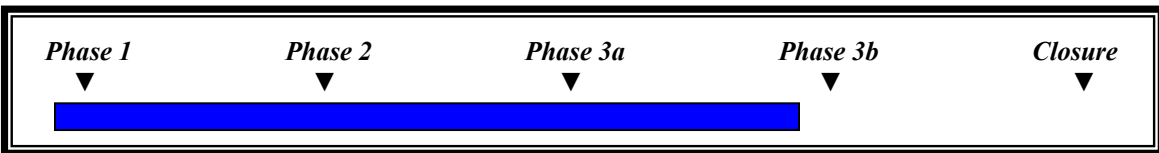
Self Rating:		While the program has been delayed, the program has created plans to mitigate risks and issues.

Funding Releases:
D121807-06 - The Board members present approved the release of $779,500 for Phases IIIb. Total budget appropriation for the project is $7,106,850 of which $1,003,135 remains unreleased.

D062006-02 - The Board members present approved the funding release of $246,000 for Phases I-IIIa of the OIRM: LSJ – I: Public Information Portal project. Total budget appropriation for the program is $7,053,025 of which $1,782,635 remains unreleased.

PRB approved Fund Release for $300,915 for Phase II on 12/20/05. Total project budget appropriation for the LSJ-I Business Plan Update is $300,915 of which $0 remains unreleased.

PRB approved Fund Release for $540,000 for Phase 3b on 2/15/05.

Budget Details: Partial Double budget with operating fund transfer;
Operating fund CX 10 and LLEBG Grant to OIRM Capital fund 3771, project #377108.

2006 Adopted Budget: $300,915
2005 Adopted Budget: $2,218,635
2004 Project Expenditure Appropriation: $2,200,000
2003 Project Expenditure Appropriation: $1,700,000
Prior Year Appropriations: $687,300

OIRM: NETWORK INFRASTRUCTURE OPTIMIZATION PROGRAM

Sponsor:	David Martinez / James T. Buck / Ayele Dagne
Project Manager:	Sonja Rowland
Project #:	377111 / 377119 / 377169
Initial Project Timeline:	January 2003 – December 2006
Actual Project Timeline:	January 2003 – September 2008
Total LTD Appropriated Budget as of 12/31/07:	$4,123,956
Total LTD Expenditures as of 12/31/07:	$2,497,938
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
The Network Infrastructure Optimization (NIO) Program was created to develop short-term and long-term plans for an efficient, manageable, and cost-effective network infrastructure that can support all of the county's voice, video, data, and wireless communication needs from a service, operational, and financial perspective, and to identify opportunities for immediate improvements. The program spans two projects.

The Network Infrastructure Optimization Plan and Design Project (377111) which ended in 2003 consisted of an assessment and quantified business case development, conducted by an independent consultant. (Refer to the 2003 Annual Report for more information.) The Network Infrastructure Optimization Validation and Implementation Project (377119) is the validation of the identified opportunities and the implementation of measures to realize the potential cost-savings, along with the transition to the next generation network communications infrastructure to position the county for long-term cost savings and improved efficiency. A sub-project within this program is KCPAN Expansion (377169) is the continued build out of the King County Public Access Network that was started in 2005 and completed in 2006.

Expected Benefits:
The primary benefit of this program is the ability to meet current and future business needs with a network infrastructure and associated operations which is more cost-effective and leverages the capabilities of current technology.
- o New Voicemail system selected and implemented
- o IP Telephony RFP completed; proposals evaluated and final IP Telephony solution and standard decided
- o Network Infrastructure evaluated; gaps identified and migration plans drafted and implemented
- o Essential monitoring, management and optimization tools in place and successfully used (network engineering tools, DNS upgrade, Tripwire, eHealth, Single Pain of Glass, etc.)
- o Extended wireless service for I-Net customers
- o Network services upgrades (legacy protocol phase out, QoS configuration, expanded video conferencing, etc.)
- o Build and utilize a network hardware test lab

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☒ Improves accessibility of public records

☒ Improves accessibility to county services, resources, and/or officials
☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
☒ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☒ Supports visibility into the decision process
☒ Supports input and feedback related to countywide decisions

Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support

Other
☐ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:

Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☒ Leverages and/or extends integration architecture

Improves data management
☒ Increases data security
☒ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other
☐ _____

Project Approach:

This project will continue to transform the county's aging and obsolete voice and data network environment into a cost-effective, reliable, and secure network service infrastructure. It is a continuation of the Network Infrastructure Optimization (NIO) Program, which began in 2003. Following are specific strategies the project will have achieved at completion:

- Risk Mitigation

  Manage the identified risks to the continued delivery of network services

- Cost Reduction

  Pursue opportunities to reduce the cost of delivering network services

- Wireless Network

  Leverage wireless technology to provide untethered access to critical information as needed in order to improve the delivery of county services to the community

- Voice and Data Convergence

  Implement IP Telephony to reduce cost and lay the groundwork for integrated voice communication

- Network Standards Development

  Establish countywide policies and standards as a cornerstone to network improvement

- Network Infrastructure Upgrade

Upgrade the network infrastructure to provide the enhanced capabilities needed for the support of the planned and anticipated delivery of new services to the community

Project Status/Activity:
- Previously Reported:
    - Completed a Network Assessment and Quantified Business Case by an independent industry consultant.
    - Validated consultant recommendations and developed a work plan.
    - Pursued cost-savings opportunities that resulted in $612,500 annual cost reduction.
    - Created the King County Public Access Network (KCPAN) to provide wireless Internet access at selected King County facilities.
    - Enabled public wireless Internet access via the KCPAN at 8 King County sites, including two county parks.
    - Obtained detailed information on potential IP Telephony solutions via the RFI process.
    - Established a network change management board and a network policy and standards committee.
    - Completed an ROI assessment and Business Case for VoIP by an independent industry consultant.
    - Completed a Voice over Internet Protocol (VoIP) proof of concept trial
    - Completed Phase 1 of the Centrex Over Alternate Facilities (COAF) Telco circuit migration. Projected annual savings is $21,816 after breakeven period.
    - Purchased Network Optimization Services from Cisco.
    - Published a Request for Proposal (RFP) to replace the existing PulsePoint voicemail system that servers approximately two-thirds of the county's voicemail users.
    - Published an RFP to implement VoIP on multiple floors of the new King County office building.
    - Completed and published a Network Infrastructure Policy and a Network Equipment Standard
    - Enabled public wireless Internet access via the KCPAN at an additional 11 King County sites.
    - Completed the Network Strategy Implementation Plan
- Implemented VoIP on all 13 floors of the Chinook Building.
- Awarded a contract from the RFP to replace the PulsePoint voicemail system and completed the replacement.
- Completed and published an External Network Systems Connectivity Policy, Network Service & Performance Policy, Network Administration Policy, Remote Access Policy, Exception Process, Internal Network Protocol Standard, Naming and Numbering Standard, Physical Infrastructure Standard, Network Configuration Standard, Wireless Local Area Network Standard, External Network & Systems Connectivity Standard, Network Service & Performance Standard, Network Administration Standard, Router & Switch Operating System Upgrade Standard, and Network Incident Reporting Guidelines.

PRB Phase Status:
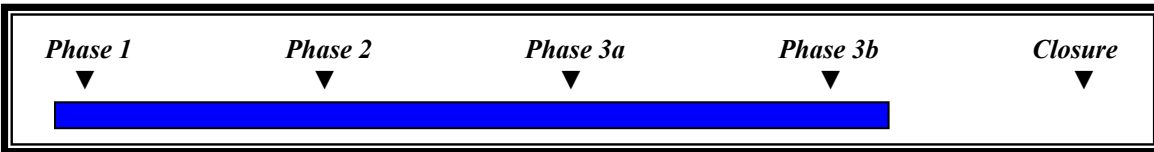
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
D073107-05- The Board members present approved the release of $111,649 (including ($92,999 of capital project funds and $18,650 of operating costs) for phase III. Total budget appropriation for the project is $4,105,306 of which $$1,295,154 remains unreleased.

D121906-04 - OIRM: Network Infrastructure Optimization Program: The Board members present approved the release for phase IIIb for $493,186. Total budget appropriation for the project is $4,105,306 of which $1,406,803 remains unreleased.

D011706-05 - The Board members present approved the release of $674,757within Phase III of the OIRM: Network Infrastructure Optimization Program. Included in this request is the $55,000 transferred from the OIRM Operating budget to the NIO Project in 2004 to cover the cost of the IBM Assessment. (The invoice was paid out of the OIRM Operating fund.). This is a PRB "true-up" to align actual spending with released funds. Total capital budget appropriation for the Program is $3,335,306 of which $1,184,989 remains unreleased. The total of $55,000 of operating budget is released, and $0 remains unreleased.

Budget Details: Double Budget from multiple sources; Tech bond funds 3444, 3436, 3346 to OIRM Capital Fund 3771, project #377169.
Partial double budget with operating fund transfers; Multiple funding sources: Technology bond sale proceeds of $1,652,000 with debt service of $50,560, ITS-Telecom operating fund transfer of $640,000, and Transition fund transfer from CX 10 and OIRM Capital rates to OIRM Capital fund 3771, project #377119.

2007 Adopted Budget: $770,000
2007 Operating Budget: $18,650
2006 Adopted Budget: $352,746
2005 Supplemental Appropriation: $155,000
2004 Supplemental Appropriation: $1,242,000
2004 Adopted Budget: $1,100,560
2003 Adopted Budget: $430,000
2003 Operating Budget: $55,000

OIRM: ORACLE UPGRADE PROJECT

Sponsor:	Gary Lemenager
Project Manager:	Lisa Reinitz
Project #:	377198
Initial Project Timeline:	9/1/06 – 6/30/07
Actual Project Timeline:	9/1/06 – 6/30/07
Total LTD Appropriated Budget as of 12/31/07:	$636,688 ($355,438 CIP, $281,250 O&M)
Total LTD Expenditures as of 12/31/07:	$529,935 ($289,900 CIP, $240,035 O&M)
Primary IT Goal	Risk management
Project Type	Technical Application Upgrade

Project Description: The Oracle Upgrade Project will implement a technical upgrade of the County's Financials System that will have limited impact on the business operations and ensure uninterrupted vendor support.

Expected Benefits: Risk mitigation of the County's financial applications going unsupported.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☒ Employs web-based technologies
- ☒ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

Project Status/Activity:

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project completed.

Funding Releases:
D102006-02 - OIRM – Oracle Upgrade: The Board members approved via e-mail the release of $594,354 for phases II – IIIb with the new action item #A102006-03. Total budget appropriation for the project is $636,688 of which $42,334 remains unreleased.

Budget Details:

2006 Operating Budget: $281,250
2006 Mid-Year Appropriation: $355,438

OIRM: RADIO INFRASTRUCTURE ASSESSMENT & REPAIR

Sponsor:	David Martinez
Project Manager:	David Mendel
Project #:	347301
Initial Project Timeline:	Mar 2007 – Oct 2007
Actual Project Timeline:	12/20/06 – Q3/2008
Total LTD Appropriated Budget as of 12/31/07:	$444,000
Total LTD Expenditures as of 12/31/07:	$194,263
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description: This project will address the assessment and repair needs of the King County Radio infrastructure including:

1. Replacement of failing Global Positioning System (GPS) Units
2. Upgrade Microwave System
3. Purchase of redundant test equipment for system maintenance
4. Evaluation of Radio System Performance
5. Purchase of spare parts for the 800MHz and Microwave systems
6. Inspection and Analysis of Tower Equipment

The deliverables will include: Equipment Replacement of 4 GPS Receivers, Equipment Replacement of 2 Microwave radio sets, New test equipment for technical personnel, Study of the antenna system documenting if enhancements are required, Equipment Replacement of 2 Microwave radio sets, A study to document structural improvements needed on the towers.

Expected Benefits: The expected benefits are listed below:

Initiative	Deliverable
Replacement of failing Global Positioning System (GPS) Units	Equipment Replacement of 4 GPS Receivers
Upgrade Microwave System	Equipment Replacement of 2 Microwave radio sets
Purchase of redundant test equipment for system maintenance	New test equipment for technical personnel
Evaluation of Radio System Performance	Study of the antenna system documenting if enhancements are required

Purchase of spare parts for the 800MHz and Microwave systems	Equipment Replacement parts for the 800 MHz Trunked radio system and existing digital Microwave radio sets
Inspection and Analysis of Tower Equipment	A study to document structural improvements needed on the towers

High priority infrastructure improvements that are necessary to prevent costly failures, make needed replacements, provide needed test equipment and spare parts and to ensure that we are maintaining the regional two-way communication system in a manner consistent with commitments made to voters when the original levy was passed to fund creation of this system.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☐ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☐ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☐ Standardizes or streamlines existing operations
Other
☐ _____

Project Status/Activity: Project status as of 12/31/07:

- Spare part purchases are 100 % complete.
- Analysis and inspection of Radio Towers is 100% Complete.
- 3 of 4 GPS units are fully installed and operational.
- Engineering for the replacement Microwave Units is 90% completed, with equipment procurement and implementation expected to occur by mid summer of 2008 due to weather conditions at the locations requiring the equipment.
- Redundant Test Equipment purchases 75% completed.
- Radio System Performance study has not started and will probably not occur. This portion of the project was predicated on regional partner concurrence which has not occurred.

PRB Phase Status:
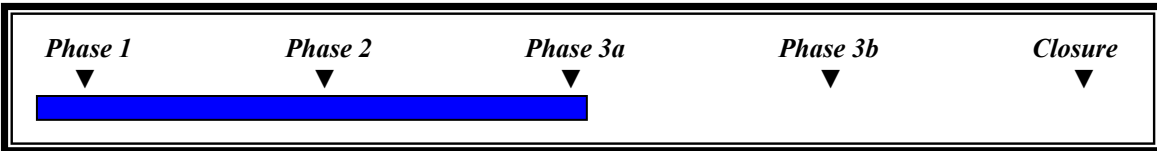
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:	⬛	Project is on track within scope, schedule and budget.

Funding Releases:

D032207-02 - The Board members approved the release of $444,000 including contingency for phases I-IV. Total budget appropriation for the project is $444,000 of which $0 remains unreleased.

Budget Details:

Project number 347301, subproject 301REP: 2006 Supplemental Budget: $444,000

OIRM: RCS - Radio Infrastructure Facility & Tower Grounding

Sponsor:	David Martinez
Project Manager:	David Mendel
Project #:	347303
Initial Project Timeline:	Q3 2008 – Q1 2010
Actual Project Timeline:	NOT STARTED
Total LTD Appropriated Budget as of 12/31/07:	$480,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:

During the early part of this decade there were a series of events that occurred which threw the reliability of the Regional Emergency Trunked Radio system into question. Because of this, the Regional Communication Board (RCB) commissioned a system performance audit which was conducted by Motorola to assess and document the condition of the entire Regional Emergency Trunked Radio system. One aspect of this audit related to the Radio Infrastructure Grounding system which is used to protect the Tower and adjacent building facilities from high voltage lightning strikes. The documentation produced by Motorola carefully articulated a list of

discrepancies which were not in compliance with the Motorola installation grounding standard known as R56.

Expected Benefits:
The primary benefit from this project is one of risk avoidance. By having the proper grounding features and techniques utilized throughout the infrastructure, towers and buildings will be able to withstand repeated lightning strikes with little or no damage. Today, there is a real threat in various locations to lightning strikes that could cripple the infrastructure by causing widespread damage to the equipment.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☐ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☐ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☐ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
RCS will contract with one of several vendors who perform the services required. A detailed plan scope of work will most likely be developed with the use of RCS' retained engineering firm (Adcomm Engineering) as well as experienced RCS staff and will address discrepancies as

detailed in the Motorola R56 Compliance report. More details of the project will be submitted to the PRB as they become known.

Project Status/Activity:

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
■				

Self Rating:	■	This is a 2008 project that has not started.

Funding Releases: None.

Budget Details:
2008 Adopted Budget: $480,000

OIRM: RCS - RADIO TOWER REPAIR

Sponsor:	David Martinez
Project Manager:	David Mendel
Project #:	347304
Initial Project Timeline:	Estimated Dates: Q3 2008 – Q3 2010
Actual Project Timeline:	NOT STARTED
Total LTD Appropriated Budget as of 12/31/07:	$120,000
Total LTD Expenditures as of 12/31/07:	$0
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
Radio Communication Services operates several towers throughout the county which sustain the antenna systems for the 800 MHz Emergency Trunked Radio System. These towers require continuous maintenance to prolong their lifecycles and maintain them in a viable readiness state. Additionally radio towers are subject to engineering constraints and must be properly loaded and structurally strengthened to withstand typical wind and ice loads present in this portion of the county. Over recent months, it has come to the attention of RCS management that the integrity of the towers is in question and therefore a study was commissioned via 2006 Supplemental CIP funds to assess the condition of as many as 7 towers. RCS expects the documentation of that study to be the genesis of this project which will be used to correct any found and documented discrepancies.

Expected Benefits:
The expenditure of the requested funding will help prevent catastrophic failure of towers throughout the county. If one of these towers failed physically, the cost to the county would be enormous, generally in the neighborhood of $500K - $1 Million per tower depending on the construction techniques and size. This replacement cost is for equipment only and does not consider any potential liabilities that result due to a catastrophic failure.

Business Outcomes:
Efficiency
☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records
☐ Improves accessibility to county services, resources, and/or officials
☐ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☐ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☐ Utilizes open standards
☐ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☐ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
The work plan, approach, timeline and key milestones for this project will be dependent upon the assessment, which will be performed mid to late 2007.   At that time, further details will be available; however, this project is expected to be completed by the late fall of 2009. Seasonal constraints are significant enough in some of the locations that all repairs will not be able to be completed by the end of the 2008 season.

PRB Phase Status:
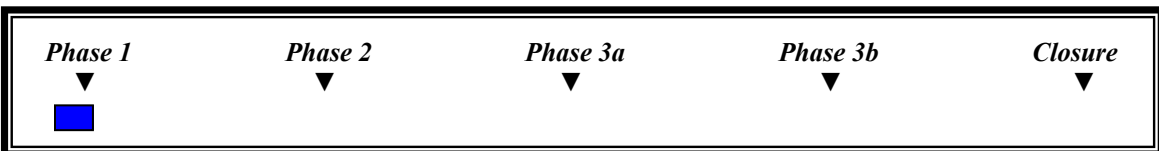
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
■				

Self Rating:		This is a 2008 project that has not started.

Funding Releases: None.

Budget Details:
2008 Adopted Budget: $120,000

OIRM: RCECC – REGIONAL COMMUNICATION EMERGENCY COORDINATION CENTER DIST. ANTENNA SYSTEM

Sponsor:	David Martinez
Project Manager:	David Mendel
Project #:	702T10
Initial Project Timeline:	01/06-05/06
Actual Project Timeline:	01/06-03/07
Total LTD Appropriated Budget as of 12/31/07:	$80,000
Total LTD Expenditures as of 12/31/07:	$80,000
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description: This is a capital improvement project which will bring wireless communication capabilities inside the Regional Communication Emergency Coordination Center (RCECC). Due to the materials and techniques used during construction of the RCECC, wireless communications are at best unreliable or at worst unavailable. For day to day operations this is a mere inconvenience, but in the event that the EOC is activated this shortcoming could be a catastrophic liability, preventing emergency coordination between certain stakeholders and staff both inside and outside the County. The project will ultimately deliver the capability of at least two different "Cell" phone commercial carriers, as well as at least one commercial alpha-numeric paging carrier.

Expected Benefits: Significantly improved commercial wireless communications service within the RCECC on the selected wireless carriers.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other

☐ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
    ☐ Utilizes open standards
    ☐ Employs web-based technologies
    ☐ Utilizes commercial off the shelf software
    ☐ Leverages and/or extends integration architecture
Improves data management
    ☐ Increases data security
    ☐ Increases data privacy
    ☐ Improves data accuracy
    ☐ Reduces data redundancy
Improves technology operations
    ☒ Enhances system reliability
    ☒ Consolidates hardware/software
   ☒ Standardizes or streamlines existing operations
Other
    ☐ _____

Project Approach: The project is utilizing a contracted vendor to engineer, procure, install and calibrate the in-building distributed antenna system. In parallel with the vendor portion of the project, Radio Communication Services Section (RCS) of OIRM has engineered and will install a portion of equipment that will interface between publicly available commercial wireless signals and the distributed antenna system.   Lastly, Cingular Wireless will install an on-site "micro-cell" which will provide dedicated Cingular signals within the RCECC. Upon completion of the installation and turn-up of all the installed equipment, the PRB, BMC, and TMB will be briefed on project completion.

Project Status/Activity: Completed the RFP and contract award process. Installation of the vendor supplied equipment is complete, including the distributed antenna system and the Cingular micro-cell. Procurement of the RCS supplied equipment is underway and delivery is expected early in 2007.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
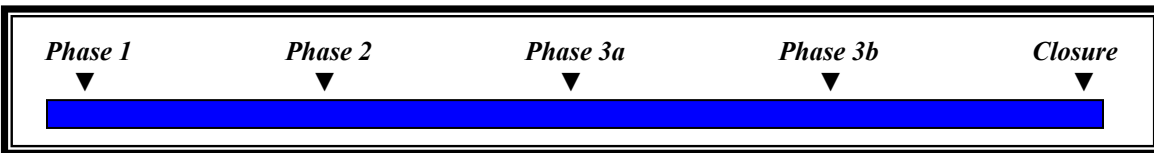
Self Rating:		Project completed.

Funding Releases:
D022106-03 - The Board members present approved the release of $80,000 including $8,067contingency for I-V of the DES-OEM Regional Communication Emergency Coordination Center Distributed Antenna System project. Total project budget appropriation for the project is $80,000 of which $0 remains unreleased.

Budget Details:

2006 Mid-Year Appropriation $80,000

OIRM: REDUNDANT INTERNET ACCESS

Sponsor:	Ayele Dagne
Project Manager:	Sonja Rowland
Project #:	UASI RI
Initial Project Timeline:	November 2005 – January 2007
Actual Project Timeline:	April 2006 – September 2007
Total LTD Appropriated Budget as of 12/31/07:	$569,000
Total LTD Expenditures as of 12/31/07:	$566,422
Primary IT Goal	Risk Management
Project Type	Redundant Internet

Project Description:
The county's communication hub is co-located in the Westin Building in downtown Seattle. The project will establish a second co-location hub at International Gateway East in Tukwila (Sabey Corporation) which would be connected to both the Westin Building hub and directly to the King County fiber core. This triangulation will ensure that in the event of terrorist or chemical, biological, radiological, nuclear or explosive (CBRNE) incidents that affected one of the communication hubs, Urban Area technology systems could continue to function and drive the mobilization of responder agencies. The project will require installing fiber (a) from Sabey to the Westin Building and (b) from Sabey to the existing KC fiber core, and leasing space from Sabey for KC equipment to be stored there.

Expected Benefits:
This project also affords an excellent opportunity for OIRM – alone or with partners – to revisit its existing contracts with Internet bandwidth providers for the access provided via MCI. Currently, for instance, King County's access to the Internet is provided by two different companies and one internet peering connection.

The result of this project will be the establishment of an alternate regional communications hub to help guarantee that the Urban Area's technology systems could continue to function and communicate with first, second and third responder agencies after any terrorist incident or other disaster.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management

☒ Intended to improve security and provide legally mandated services and basic operations support

Other

☐ Fulfill regulatory requirements
☐ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:

Increases architectural flexibility

☒ Utilizes open standards
☐ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture

Improves data management

☐ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations

☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach:

- • Planned
- → In Progress
- √ Complete

Phase One: Planning.

√ King County OIRM staff will design and document the project's proposed technical architecture (concurrent with other activities.)
√ OIRM representatives will arrange a walk-through at the Sabey site and a meeting with marketing representatives to get information about start-up and ongoing costs, connection requirements and contracting.
√ OIRM and the Prosecuting Attorney's Office will negotiate the contract for the leasing of space from Sabey.
√ OIRM staff will determine all equipment/hardware purchase and installation needs.
√ OIRM staff will get quotes/bids for all necessary equipment purchases and the required installation.
√ OIRM staff will check all possible vendors with the Excluded Parties Listing System (EPLS) for possible debarment prior to any purchases or letting of contracts.
√ OIRM staff will verify the exact fiber path.

Phase Two: Approval and Permitting

√ Following UASI grant approval; enter the permitting process for the installation of fiber.
√ Necessary, pre-approved equipment will be purchased.
√ Schedule installation of equipment at Sabey.

<u>Phase Three</u>: Installation

- √ Following the approval, permitting and acceptance process fiber will be run from Sabey to the Westin Building and from Sabey to the existing King County fiber network, creating diverse physical fiber paths for redundancy.
- √ Purchased equipment will be installed at Sabey.

<u>Phase Four</u>: Testing
- √ After completion of the fiber and equipment installation the Redundant Internet Access will be tested and any necessary adjustments made.
- √ The Final Narrative Report, Invoice, Hand Receipt and Request for Reimbursement will be submitted to the Office of Emergency Management.

Project Status/Activity:
Build is complete and in production. Project and grant have been closed.

PRB Phase Status:

| *Phase 1* | *Phase 2* | *Phase 3a* | *Phase 3b* | *Closure* |
| ▼ | ▼ | ▼ | ▼ | ▼ |
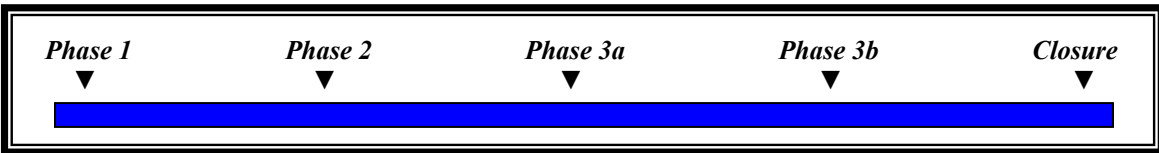
Self Rating:		Project completed.

Funding Releases:
D011607-05 - The CIO has approved the release for phase III for $150,628. Total budget appropriation for the project is $569,000 of which $0 remains unreleased.

D062006-01 - The Board members present approved the release of $418,372 for Phase II of ITS: Redundant Internet Access with new action item #A062006-01. Total budget appropriation for the project is $569,000 of which $150,628 remains unreleased.

D051606-06 - ITS: Redundant Internet Access project was approved as mid-year project proposal.

Budget Details:

2006 Mid-Year Appropriation: $569,000

OIRM: SSL/VPN

Sponsor:	Gary Lemenager
Project Manager:	Kevin Fung
Project #:	
Initial Project Timeline:	May 2007 – October 2007
Actual Project Timeline:	6/1/07 – 12/31/2008
Total LTD Appropriated Budget as of 12/31/07:	$170,225
Total LTD Expenditures as of 12/31/07:	$115,499
Primary IT Goal	Risk Management
Project Type	Implementation

Project Description:
King County currently provides remote access to its wide area network enabling employees to perform needed functions when they are physically located outside county office space. The primary users of the remote access include:
- On-call IT Staff (to enable rapid analysis and fixes to urgent systems problems/incidents)
- Telecommuters (from full time to part time)
- Intermittent access (for out of town travelers, regular workers with workload spikes, e-mail access, etc.)

In late 2006, the county assessed its remote access needs during a potential flu pandemic. Findings from the assessment were:
- The county's current remote access tools would be difficult and costly to scale-up for a pandemic event (assuming at least 10% of county employees working remotely). An SSL VPN solution would be easy to scale and much less costly than current solutions.
- Administration of existing tools is disjointed and costly. Standardization on a single tool that is scalable for a pandemic event would provide administrative efficiencies in both improved service and reduced costs for both pandemic and non-pandemic usage.
- Outside of a pandemic situation - limitations and security risks exist with existing remote access tools that could be addressed by a SSL VPN solution.

Full evaluation of an SSL VPN solution has identified an implementation timeframe of 3-5 months subsequent to the completion of a successful pilot, with initial costs of $170k to implement. On-going costs are estimated at $23k per year.

The NIO program budget covered the staff resource costs of the initial project implementation. Costs related to purchasing additional licenses in the event of a pandemic were not included in this budget request, but would be requested if a pandemic situation occurs.

Expected Benefits:
- Easy-to-use single solution for remote access
- Improved support for mobile workforce and telecommuters
- Pre-installed client no longer required
- Readiness for a potential pandemic flu emergency
- Support for distributed administration
  - Agencies perform administration of their users and resources
  - OIRM Network Services manages the [SSL VPN] equipment

Business Outcomes:
   Efficiency

☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
☐ Improves accessibility of public records
☒ Improves accessibility to county services, resources, and/or officials
☒ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
☐ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☐ Supports visibility into the decision process
☐ Supports input and feedback related to countywide decisions
Risk Management
☒ Intended to improve security and provide legally mandated services and basic operations support
Other
☐ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:
Increases architectural flexibility
☒ Utilizes open standards
☒ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☐ Increases data privacy
☐ Improves data accuracy
☐ Reduces data redundancy
Improves technology operations
☒ Enhances system reliability
☒ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:
- Review industry leading products and schedule demonstrations.
- Conduct a pilot involving several agencies. (Must include distributed administration where agencies administer users and resources while OIRM Network Services administers the equipment)
- Transition project to Operations for production launch

Project Status/Activity:
- Establishment of purchasing vehicle for potential products via the competitive bid process (invitation to Bid).
- Creation of the project's proposed SSL VPN conceptual design. The design, based on the F5 FirePass product, was endorsed by Network Engineering, Network Operations, OIRM Security, and OIRM senior management.
- Development of the SSL VPN business case
- Proof-of-concept testing
- Pilot implementation involving almost all departments
- Project was transitioned to Operations in December 2007

- o Production implementation on 12/21/2007 for those using their home computer or other non-county computer
- o Implementation for those with King County laptops to occur in 2008. Security options for network-level access are undergoing evaluation and testing by Operations (Network Services).

PRB Phase Status:

Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼
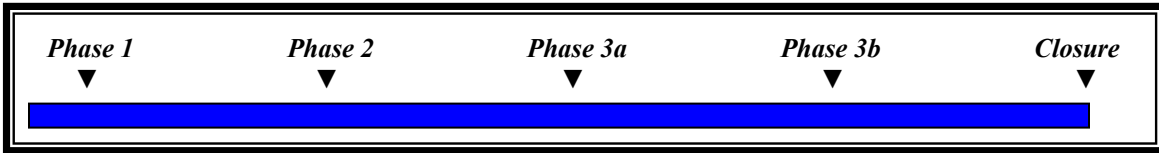
Self Rating:		Project transitioned to Operations in December 2007 and is now closed.

Funding Releases:
D052907-02 - The Board members present approved the release of $170,225 including contingency for phase II. Total budget appropriation for the project is $170,225 of which $0 remains unreleased.

Budget Details:
2007 Mid-year budget: $170,225

OIRM: STREAMLINING IT PROCUREMENT

Sponsor:	David Martinez / James T. Buck
Project Manager:	Gary Lemenager
Project #:	377125
Initial Project Timeline:	September 2004 through December 2005
Actual Project Timeline:	3/1/05 – 2008
Total LTD Appropriated Budget as of 12/31/07:	$210,000
Total LTD Expenditures as of 12/31/07:	$122,118
Primary IT Goal	Efficiency
Project Type	Implementation

Project Description:
The purpose of this initiative is to streamline IT procurement by developing a "best practices" model for effective and timely procurement of IT goods and services.

Expected Benefits:
Deliverable 1 – Develop boilerplate language for contractual Terms and Conditions and risk liabilities for IT products and services. Develop on-line instructions, forms and templates for contracting. Post the boilerplate, contract terms and conditions, risk liability requirements and instructions/forms on the PCSS website.

Deliverable 2 – Prepare a guide on using different types of contracting mechanisms including the county RFP and RFQ processes, state (and other government) contracts, rosters of master contracts, work order contracts, and master purchasing agreements. The guide will include a description of roles and responsibilities during each phase. Post the guide on the PCSS website. Training will be provided to governance groups and other agency staff.

Deliverable 3 – Prepare a roster for IT consulting services by entering into a series of master contracts in the priority order identified with OIRM. The master contracts will be based on needs consultant services needs identified with OIRM and IT Governance.

Deliverable 4 – Prepare and maintain a repository for IT contracts that are in place as well as state contracts and other government agency contracts for IT goods and services. Maintain the list through time. Post the list on the PCSS website and keep it updated.

Deliverable 5 – Train IT Governance participants on the boilerplates, on-line instructions, forms and templates for contracts, web-site posting of IT contracts, the roster of master contracts and procurement guidelines.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☒ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
Develop boilerplate language for contractual Terms and Conditions and risk liabilities for IT products and services including:
- Requests for Proposals
- Bid Documents
- Escrow Agreements
- Software License Agreements
- Maintenance Agreements
- Post boilerplates on the web

Establish a Roster of master contracts for countywide consulting services needs by type of service.
- Identify IT consultant services needed countywide and solicit input through the governance process.
- Develop scopes for services, evaluate and select consultants and enter into master contracts.
- Prepare the rosters and establish procedures for their use.
- Post information on the web.
- Establish a central repository for IT goods and services
- Maintain the rosters for master contracts for IT service contracts
- Maintain the list of existing contracts for goods and services that can be accessed countywide.
- As agencies develop additional contracts, update the web postings.

Implement customer services improvements on the Procurement Web Site and conduct training sessions with Governance on all outputs produced.
- Prepare list of existing IT Master Contracts throughout the county.
- Prepare a guide on using different types of existing contracting mechanisms including the county RFP and RFQ processes, state (and other government) contracts, master work order contracts, and master purchasing agreements.
- Train IT Governance Groups on all products
- As contracts and guidelines are developed, post these work products on the web to enable customer self-help and to facilitate customer service. These products should include:
- On-line RFP instructions, forms, templates and boilerplates for contract terms and conditions;
- On-line master contracts for technology goods and services that exist in 2004
- Roster of master contracts for consulting services.
- Transition the new improvement into operation

Project Status/Activity:
As of December 2004, the following tasks have been accomplished:
- Deliverable 1 – The boilerplate language for contractual Terms and Conditions and risk liabilities for IT products and services is complete and in use. On-line instructions, forms and templates for contracting are being developed in conjunction with Deliverable 2, Contracting Guide.

- Deliverable 2 – A guide on using different types of contracting mechanisms including the county RFP and RFQ processes, state (and other government) contracts, rosters of master contracts, work order contracts, and master purchasing agreements. The guide includes a description of roles and responsibilities during each phase. The Quick Guide to Procurement is available on the county's intranet site: http://financeweb/procurement/goods_services/purchasing.asp There is a link to the Technology Procurements web page:

http://financeweb.metrokc.gov/procurement/goods_services providing information and tools to assist with specialized technology procurements.

- Deliverable 3 – Established a Roster of Master Contracts for technology consulting services of a pool of 28 pre-qualified consultants. Use of these contracts is streamlined by issuing a work order to the seven consulting categories: IT project management, IT solutions, Technology planning & consulting, Security and privacy, Training, Technical writing & documentation, and Quality management. The rosters have been available for use in March 2005. On-line forms for using the rosters is available on the OIRM website: http://kcweb.metrokc.gov/oirm/RosterMgmt/WorkOrderProcess.htm

- Deliverable 4 – Established repository for IT contracts that are in place as well as state contracts and other government agency contracts for IT goods and services. This is a database of all current technology contracts for staff to identify similar procurements, or procurements that might be available for additional users. This tool is available on the technology procurements Web page.

- Deliverable 5 – Governance participants will be trained on the roster of master contracts and use of boilerplates. The Quick Guide to Procurement and technology procurements Web page links distributed to governance members in December 2005. Training on the Guide will commence in March 2006.

The following tasks are in process for 2006:
- Complete training
- Address multi-year contracting issues and opportunities

PRB Phase Status:
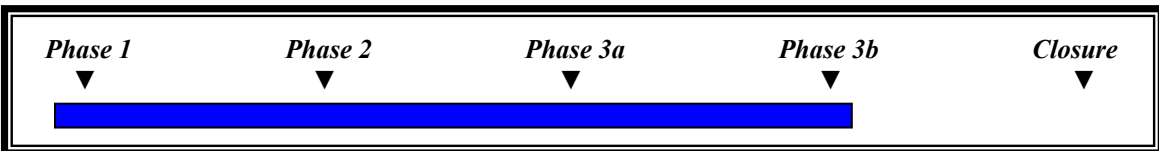
Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		Project has been placed on hold; project activity and spending are on hold.

Funding Releases:
Decision #D092104-07 – The board members present approved the release of $200,000 for Phases 1 and 2 Planning and Project Development for the DES/OIRM Streamlining IT Procurement project. Total Project Budget is $210,000 of which $10,000 in contingency remains unreleased.

Budget Details: Partial double budget with operating fund transfer;
Transition fund transfer from CX 10 and OIRM Capital rates to OIRM Capital fund 3771, project #377125.

2004 Adopted Budget: $210,000

OIRM: TECHNOLOGY ORG BUSINESS CASE & UNIFICATION (IT ORG STUDY)

Sponsor:	David Martinez / James T. Buck
Project Manager:	Kay Edmiston - Project Coordinator Jim Keller - Contract Administrator
Project #:	377138
Initial Project Timeline:	Jan 2004 - June 2005
Actual Project Timeline:	Jan 2004 – June 2006
Total LTD Appropriated Budget as of 12/31/07:	$317,450
Total LTD Expenditures as of 12/31/07:	$305,436
Available Contingency as of 12/31/06	$0
Primary IT Goal	Accountability
Project Type	Business Plan

Project Description:
The King County Technology Strategic Plan (Plan) calls for a countywide review of the organization of information technology functions. The Plan identifies the distributed, autonomous structure of technology functions throughout the county, with each county department having at least one technology unit, some with multiple units. In addition, each separately elected official also has his or her own technology function. There is a minimum of standardization among these various functions, with only loose operational oversight, primarily through the Technology Governance Process. There is a great need to align the standards, processes and procedures throughout the county's technology functions, to ensure operating effectiveness and efficiency.

The IT Organization Study (Study) project as approved by the adopted 2004 Budget. A total of $242,000 was budgeted, however of the appropriation, $67,000 shall only be expended after the Council has approved by motion, a vision and goals statement and a quantifiable business case for reorganization of information technology functions countywide.

The Council's proviso required that the business case include at least two options for reorganizing information technology functions countywide: a status quo option; and an option with some level of outsourcing and centralization. The business case is also required to include a quantifiable cost-benefit analysis and a countywide information technology organizational structure for each option. The business case must recommend a preferred option and identify the criteria used to select the preferred option. The primary criterion used in selecting the preferred option shall be to reduce information technology management costs countywide.

Expected Benefits:
Outcomes: The Study has produced a vision and goals for countywide information technology. The new vision and goals formed the basis of the evaluation criteria for selection of a recommended IT organization structure. The Study produced a cost/benefit analysis model that predicts the impact of fully implementing the recommended organization structure.

An Executive recommendation and Business Case for IT Reorganization and a Transition Plan were developed by the Executive and transmitted to the King County Council for approval in June 2006, along with changes to county code and needed appropriations. The County Council approved this legislation.

Business Outcomes:

Efficiency
- ☒ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☒ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☐ Enhances system reliability
- ☐ Consolidates hardware/software
- ☐ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

The consulting firm of Pacific Technologies, Inc. (PTI) was selected to conduct the Study and complete the business case. PTI conducted interviews and analyzed cost and performance data before completing the following seven major milestones:

1. Establish countywide IT vision and goals
2. Develop IT Organization evaluation criteria
3. Identify and analyze alternative organizations structures
4. Determine recommended IT organization
5. Complete cost/benefit analysis
6. Recommend transition approach and governance structure
7. Produce final report

An Executive recommendation, business case, and transition plan along with legislation changes was transmitted to the County Council and approved.
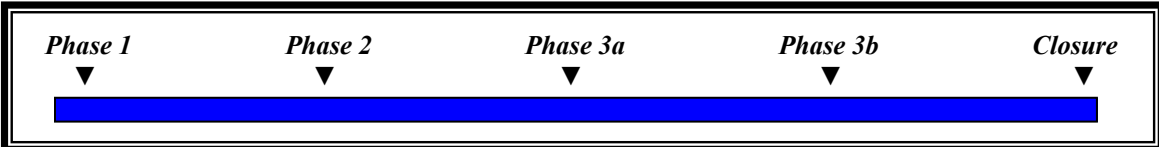
Project Status/Activity:
Project completed.

Next Steps:
The Business Case for IT Reorganization identified a project to implement the Executive's recommendations. That project received initial funding for late 2006 and 2007.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼

Self Rating:		Project completed.

Funding Releases:
None.

Budget Details: Double budget with operating fund transfers; Transition fund and CX Overhead transfer from CX 10 to OIRM Capital fund 3771, project #377138. The project went to the Project Review Board in February 2007 and requested approval to use the $12,014 left over from this project and combine it with the new IT reorganization project funds to address IT reorganization.

2004 Adopted Budget: $317,450

OIRM: VOICE MAIL SYSTEM REPLACEMENT

Sponsor:	David Martinez
Project Manager:	Tish Brown
Project #:	378201
Initial Project Timeline:	January 1, 2006 – December 31, 2006
Actual Project Timeline:	March 1, 2006 – May 30, 2008
Total LTD Appropriated Budget as of 12/31/07:	$1,861,009
Total LTD Expenditures as of 12/31/07:	$128,937
Primary IT Goal	Risk Management
Project Type	VM System Replacement

Project Description:
This project addresses the basic need for continued reliable voice mail service, and at the same time prepares the county for a major advance in coordination and communications by implementing a platform that will support unified messaging and VoIP should the county choose to acquire these functionalities.

Expected Benefits:
- Replacing the voice mail system that supports ~8248 of the county employees and may become de-supported by the current vendor in March 2007.
- Building a standards-based voice mail platform that can be supported by county personnel with standard tools, software, and hardware.
- Providing a voice mail platform that the remaining third of county employees can readily migrate to.
- Resolving the deteriorating system problem of late message notification and late message delivery incidents that have resulted in agencies/users such as Public Health Nurses, Prosecuting Attorneys, Superior Court, County Council members and supporting staff, and the Executive's office experiencing late delivery of messages of a critical nature, therefore better serving King County constituents.
- Providing a platform for unified messaging. Unified messaging will be an add-on. Implementing unified messaging will be a separate project with additional costs, such as licensing.

Business Outcomes:

Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☐ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☐ Makes decisions and decision-related materials more easily available
- ☐ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☒ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☒ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☐ Leverages and/or extends integration architecture

Improves data management
- ☐ Increases data security
- ☐ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☒ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:
This project started early 2005 with the issuance of an RFI to start the analysis of the available options.

Phase 1-   Hire/assign project manager (complete)
            Form advisory committee (complete)
            Develop preliminary project plan (complete)
            Issue RFP (complete)

Phase 2-   Analyze RFP results (complete)
            Decide Vendor (complete)
            Execute contract (complete)
            Detailed project planning (complete)
            Select and train appropriate staff (complete)

Phase 3-   Implement system (complete June 2007)
            Target completion - July 2007

Project Status/Activity:
The installation was complete in June of 2007 effective with the move into the Chinook Building. The project team is currently working on technical issues related to delivery of digital networking between the new servers.   If Verizon is unable to meet the terms of the contract, additional project review may be required.

PRB Phase Status:

Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
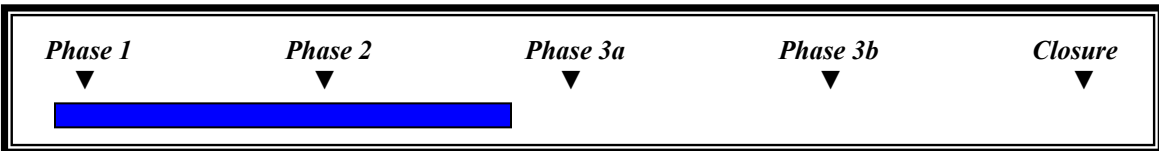
Self Rating:	🟩	Project is on track within scope, schedule and budget.

Funding Releases:
No funding for this project was released in 2007.

D020107-01 - The CIO approved the release of $520,156 for phase III. Total budget appropriation for the project is $1,861,009 of which $1,265,853 remains unreleased.

January 2006 - $75,000

Budget Details:

2006 Supplemental Budget: $1,786,009
2006 Adopted Budget: $75,000
2005 Adopted Budget: -250,000; Double budget ITS Operating transfer to ITS Capital. Project was removed after $ lapsed in 2005
2004 Adopted Budget: - 640,000; Double budget ITS Operating transfer to ITS Capital - Transferred to NIO project in OIRM Capital fund 3771 - 377119.
2002 Adopted Budget: $890,000

OIRM: WEB CONTENT MANAGEMENT SYSTEM

Sponsor:	David Martinez
Project Manager:	Larry Kida
Project #:	378210
Initial Project Timeline:	January 2005 – June 2006
Actual Project Timeline:	3/1/05 – 12/31/08
Total LTD Appropriated Budget as of 12/31/07:	$312,799
Total LTD Expenditures as of 12/31/07:	$203,294
Primary IT Goal	Customer Service Accessibility
Project Type	Implementation

Project Description:
Over the past eight years, the King County Web sites have transitioned from supplementary communication channels to mission-critical tools for information distribution and service delivery. To meet the growing demand for Web-based services and content, agencies have made substantial investments in in-house developers and consultants. It is estimated that approximately 50 King County employees publish content to 80,000 county Internet pages. Despite this investment, publishing content remains a manual process, navigation and design produce patchwork results, enforcement of policy is impractical and content cannot be managed to ensure alignment with the enterprise mission, goals and business plans. The county needs to be as efficient as possible with these resources so that scarce funding is preserved for the provision of direct services to the public.

Consistent with recommendations in the Strategic Technology Plan, the county should manage the growth in Web-based services and content effectively. A properly implemented Web Content Management System (WCMS) will reduce risks of publishing inaccurate content, create efficiencies in the publishing and user-management processes, and limit the chances of unauthorized activities on the site. Other, large organizations have found that an enterprise-level tool effectively addresses many of the problems described above. A successful implementation of this project will enhance the credibility of the county Web site and individual pages by eliminating errors from content.

Expected Benefits:
Business Outcomes:
- King County Internet Web page materials will be:
- More consistent
- More accurate
- Less costly to produce and maintain
- More responsive to policy direction and
- More secure

Technology Outcomes:
- A successful implementation of this project and the training associated with it will result in better-managed, Web-based content. The result will be greater efficiency, more responsiveness to policy direction and a more manageable technical environment.

Performance Measures:
- Time required to develop and publish a page of content
- Time required to update, fix and archive Web content
- Time required to redesign a Website (agency or enterprise)
- Overall user satisfaction (surveyed in usability studies)

- Percent of pages that conform to a consistent design and navigation scheme.
- Percent of pages that follow content review policy.
- Instances of outdated or inaccurate content.

Business Outcomes:

Efficiency

☐ Offers a positive return on investment (ROI)
☒ Improves productivity and/or reduces future expenditures

Public Access and Customer Service

☒ Improves accessibility of public records
☒ Improves accessibility to county services, resources, and/or officials
☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions

☒ Makes decisions and decision-related materials more easily available
☐ Supports ability to track long-term outcomes
☒ Supports visibility into the decision process
☒ Supports input and feedback related to countywide decisions

Risk Management

☒ Intended to improve security and provide legally mandated services and basic operations support

Other

☐ Fulfill regulatory requirements
☒ Provide tactical agency operational improvements
☐ _____

Technical Outcomes:

Increases architectural flexibility

☒ Utilizes open standards
☒ Employs web-based technologies
☒ Utilizes commercial off the shelf software
☒ Leverages and/or extends integration architecture

Improves data management

☒ Increases data security
☒ Increases data privacy
☒ Improves data accuracy
☒ Reduces data redundancy

Improves technology operations

☐ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations

Other

☐ _____

Project Approach:

Project Status/Activity:
- A new set of standards and policies are now going through the IT Governance Process to ensure consistency and best practices are followed
- Agency site migrations are scheduled and being tracked. The first handful of sites is launched, and another group is in the process of migrating. By end of 2008 we will have over 80% of the King County's Web sites migrated over.
- The system is up and launched on a new secure, load balanced server environment.
- Support, training and operational resources are in place to enable high availability and responsive customer support.

PRB Phase Status:
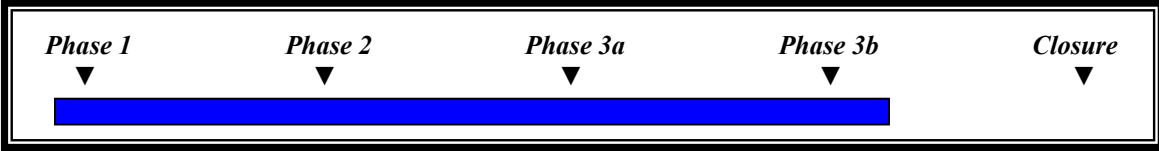
Phase 1	Phase 2	Phase 3a	Phase 3b	Closure
▼	▼	▼	▼	▼

Self Rating:		Project is on track within scope, schedule and budget.

Funding Releases:
D041707-05 - The Board members present approved the release of $58,559 including $27,000 contingency for phase IV. Total budget appropriation for the project is $312,799 of which $0 remains unreleased.

D091906-04 - The Board members present approved the release of $153,441 for Phase IIIb of OIRM - Web Content Management System (WCMS). Total budget appropriation for the project is $312,000 of which $57,760 remains unreleased. The release was approved upon clarifications to the issues/concerns identified in the project materials submitted for the review.

D011706-02 - The Board members present approved the release of $61,000 for Phase IIIa of the DES_ITS: Web Content Mgmt System, with the new action item #A011706-02. Total project budget appropriation for the project is $232,000 of which $131,201 remains unreleased.

PRB approved Fund Release for $39,799 for Phases 1-2 on 3/15/05.

Budget Details: Double budget with operating fund transfer; ITS Operating fund 5531 to ITS Capital fund 3781, project #378210

2006 Supplemental Budget: $80,000
2005 Adopted Budget: $232,799

OIRM: WIRELESS NETWORKING

Sponsor:	David Martinez
Project Manager:	Sonja Rowland
Project #:	378213
Initial Project Timeline:	January 2005 – June 2005
Actual Project Timeline:	May 2006 – March 2008
Total LTD Appropriated Budget as of 12/31/07:	$111,744
Total LTD Expenditures as of 12/31/07:	$95,268
Primary IT Goal	Customer Service/Accessibility
Project Type	Implementation

Project Description:
This project will create the technical, operational and administrative infrastructure to support wireless connectivity to KCWAN for KC employees, and to bridge sites where wired facilities are impractical. An additional need addressed by this project will be the capacity for the public to have access to the Internet at the locations access points are installed. This capacity will be

secure from KCWAN. The actual access sites will be funded and installed through normal operational processes.

Wireless access will allow KC employees the ability to access KCWAN in meeting rooms, alternative sites (such as parks), and emergency locations (such as the ECC) without regard for the number of wired ports available. Wireless connectivity is significantly less expensive than wired in venues such as these. We also expect that this project will lead to wireless permanent work stations, and to secure wireless bridging of sites.

For little additional cost, this project could provide the infrastructure for access points for the public use in such locations as court rooms, parks, and administrative facilities.

The approach will be to partner with a major vendor of wireless infrastructure to help KC design the appropriate devices, applications and security. We will employ a temporary wireless network engineer and technical writer to install the equipment, configure it, and produce the required documentation and process to add access points. We expect that the first installs will be to replace the existing 802.11b pilot access points.

Clarified/restated project description as approved by PRB in November 2005:
The Wireless Network Upgrade project is a routine technological upgrade to our existing wireless network replacing existing 802.11b Wireless Access Points (WAPs) with 802.11g WAPs. This will bring the installed wireless environment up to current technology that is better positioned to support the growing wireless business needs of King County. This upgrade will come in two forms: 1) Device hardware and operating system upgrades to bring old devices up to current models and operating system versions and 2) Installation of a centralized monitoring and detection tool.

Network Infrastructure Optimization (NIO) Program is providing oversight for the project.

Expected Benefits:
The completion of this project will result in the establishment of the technological and process infrastructure to support performance and security needs of the employees and public users. Wireless access points can be added, and the pilot access points will be replaced by current, more secure access points.

Business Outcomes:
Efficiency
      ☐ Offers a positive return on investment (ROI)
      ☒ Improves productivity and/or reduces future expenditures
Public Access and Customer Service
      ☒ Improves accessibility of public records
      ☒ Improves accessibility to county services, resources, and/or officials
      ☒ Improves the quality and/or usability of internal and/or external county services
Transparency and accountability for Decisions
      ☐ Makes decisions and decision-related materials more easily available
      ☐ Supports ability to track long-term outcomes
      ☐ Supports visibility into the decision process
      ☐ Supports input and feedback related to countywide decisions
Risk Management
      ☒ Intended to improve security and provide legally mandated services and basic operations support
Other
      ☐ Fulfill regulatory requirements
      ☒ Provide tactical agency operational improvements

☐ _____

Technical Outcomes:

Increases architectural flexibility
- ☐ Utilizes open standards
- ☐ Employs web-based technologies
- ☐ Utilizes commercial off the shelf software
- ☒ Leverages and/or extends integration architecture

Improves data management
- ☒ Increases data security
- ☒ Increases data privacy
- ☐ Improves data accuracy
- ☐ Reduces data redundancy

Improves technology operations
- ☒ Enhances system reliability
- ☐ Consolidates hardware/software
- ☒ Standardizes or streamlines existing operations

Other
- ☐ _____

Project Approach:

The revised project approach varies from the initial project approach documented within the original Project Description.   Replacement of wireless devices to 802.11g technology will be aligned with efforts from other wireless project efforts (largely the King County Public Access Network project). Remaining devices that require upgrade will be replaced as Network Engineering resources are available.

Project Status/Activity:

Ninety – eight percent of the WAPs have been upgraded. Upgrades are pending for a couple of the transit bases as well as RCECC. An interim BBSM replacement solution has been selected and is in the process of being implemented.

PRB Phase Status:
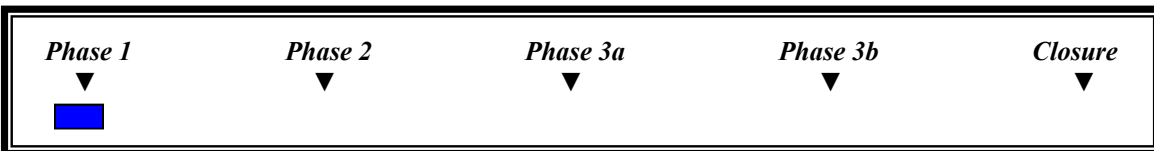
Phase 1	*Phase 2*	*Phase 3a*	*Phase 3b*	*Closure*
▼	▼	▼	▼	▼
▮				

Self Rating:	▮	Project is on track within scope, schedule and budget.

Funding Releases:

PRB fund release postponed. The CIO did not approve the Level 2 monitoring request. The Board members present put on hold considering the funding release request for the project pending the resolution of the requested action items. Total 2005 budget appropriation is $106,432 of which $106,432 remains unreleased.

Decision #D101805-02 - Approved the clarified/restated scope for the project. Total 2005 budget appropriation is $106,432 of which $106,432 remains unreleased.

Budget Details: Double budget with operating fund transfer; ITS Operating fund 5531 to ITS Capital fund 3781, project #378213.

2005 Operating Budget: $5,312
2005 Adopted Budget: $106,432

Office of Prosecuting Attorney

PAO: EQUIPMENT REPLACEMENT

Sponsor:	Norm Maleng
Project Manager:	David Ryan
Project #:	
Initial Project Timeline:	January 2007 – December 2007
Actual Project Timeline:	January 2007 – December 2007
Total 2007 Appropriated Budget as of 12/31/07:	$82,500
Total 2007 Expenditures as of 12/31/07:	$82,500
Primary IT Goal	Risk Management
Project Type	Equipment Replacement

Project Description:
PAO Attorneys and Legal Support Staff must meet the requirements for electronic transactions and data exchanges with State, Local, and Federal Court systems. Moreover, the PAO's Civil Division should conform to the same King County desktop PC configuration standards as our King County client agencies for efficient interaction. Under these circumstances, PAO requests for 2007 the replacement of seventy seven desktop computers and four servers purchased *prior* to 2003 that are beyond manufacturer support. PAO also requests replacement of twenty nine printers purchased prior to 2000 that are beyond manufacturer support.

Expected Benefits:
Equipment replaced as planned.

Business Outcomes:
Efficiency
- ☐ Offers a positive return on investment (ROI)
- ☐ Improves productivity and/or reduces future expenditures

Public Access and Customer Service
- ☐ Improves accessibility of public records
- ☐ Improves accessibility to county services, resources, and/or officials
- ☒ Improves the quality and/or usability of internal and/or external county services

Transparency and accountability for Decisions
- ☒ Makes decisions and decision-related materials more easily available
- ☒ Supports ability to track long-term outcomes
- ☐ Supports visibility into the decision process
- ☐ Supports input and feedback related to countywide decisions

Risk Management
- ☐ Intended to improve security and provide legally mandated services and basic operations support

Other
- ☐ Fulfill regulatory requirements
- ☐ Provide tactical agency operational improvements
- ☐ _____

Technical Outcomes:
Increases architectural flexibility
- ☒ Utilizes open standards

☒ Employs web-based technologies
☐ Utilizes commercial off the shelf software
☐ Leverages and/or extends integration architecture
Improves data management
☒ Increases data security
☒ Increases data privacy
☒ Improves data accuracy
☐ Reduces data redundancy

Improves technology operations
☒ Enhances system reliability
☐ Consolidates hardware/software
☒ Standardizes or streamlines existing operations
Other
☐ _____

Project Approach:

Project Status/Activity:

Percentage of Equipment Replaced: 90%

Funding Releases:
May 2007 Funding Release: $82,500

Budget Details:
2008 Adopted Budget: $87,090
2007 Adopted Budget: $82,500
2006 Adopted Budget: $302,400

2007 IT Reports and Guidelines

This section provides more detail related to specific 2007 accomplishments in the areas of performance measurements.

IT Performance Measurements

OIRM is pleased to submit detailed performance measurements for 2007 as part of OIRM's *Annual Technology Report*. Of the twenty metrics for which OIRM has a full year's worth of data, OIRM met or exceeded its targets in seventeen areas.

This inaugural set of annual performance measurements serves as a baseline for the Information Technology Reorganization Project. The trends revealed in these measurements will help guide the CIO as he leads organizational change in the delivery of technology for the County.

Looking ahead, the 2008 report will be expanded to include measurements that were added in 2007 and 2008 as well as measurements associated with the Executive Branch agencies.

http://kcweb.metrokc.gov/oirm/performance_measurement/annual_2007/2007_Performance_Measurements.pdf

Appendix A – Project Review Board Meetings

The process for reviewing and providing oversight of information technology projects through the Project Review Board is triggered by the progress of projects. The schedule and agendas for the Project Review Board meetings are set based on four key activities: Funding Release requests, Monthly Monitoring, Actions & Briefings, and Project Closeouts.
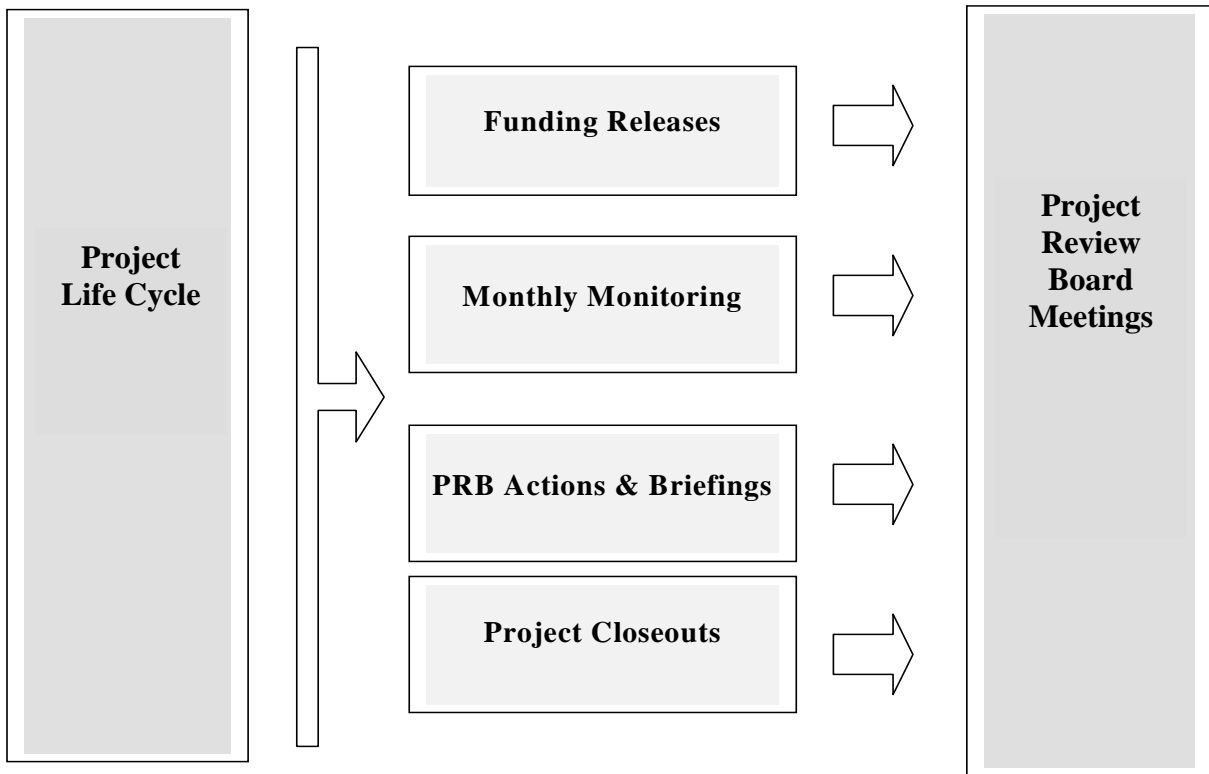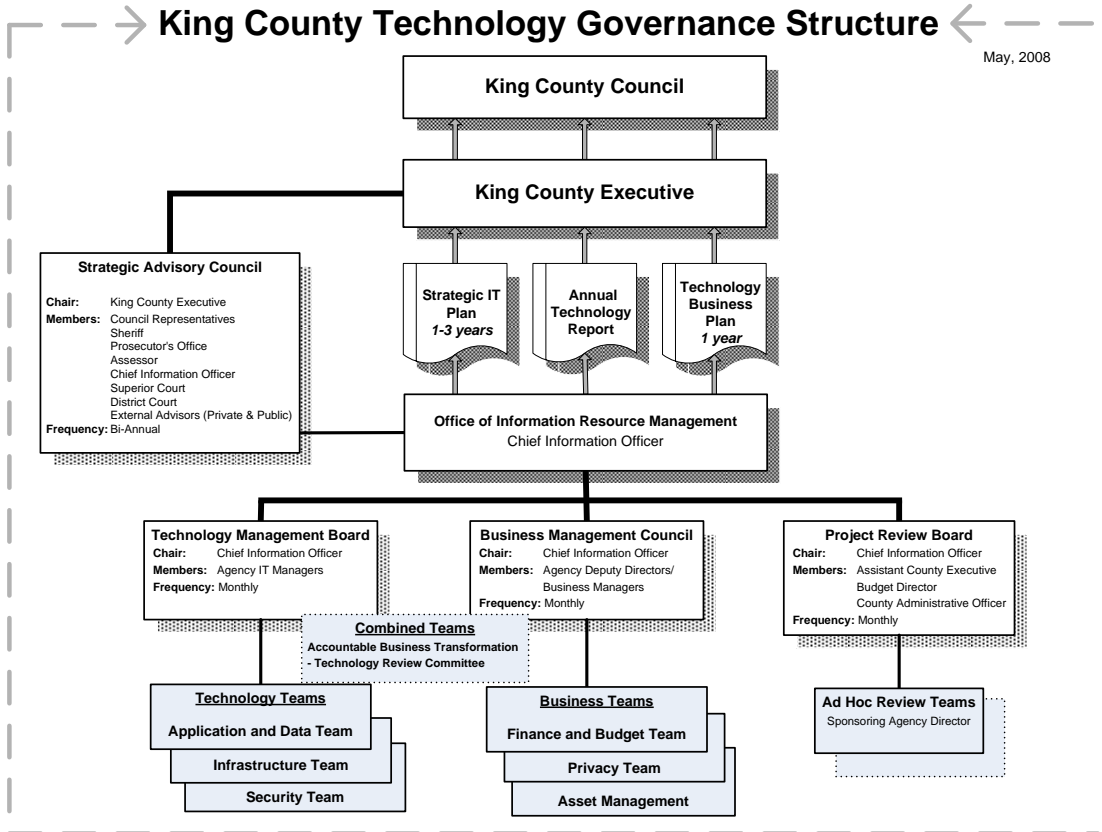
Appendix B – Technology Governance

This diagram was included as an attachment to Ordinance #14155 to describe the membership of the technology governance and the reports that will be produced.

KCC 2.16.07581 Definitions - Ordinance 14155. A. Annual technology report: a report of the status of technology projects as of the end of the prior year pursuant to K.C.C. 2.16.0755.

King County Technology Governance Structure

May, 2008

King County Council

King County Executive

Strategic Advisory Council

Chair: King County Executive
Members: Council Representatives
Sheriff
Prosecutor's Office
Assessor
Chief Information Officer
Superior Court
District Court
External Advisors (Private & Public)
Frequency: Bi-Annual

Strategic IT Plan *1-3 years*

Annual Technology Report

Technology Business Plan *1 year*

Office of Information Resource Management
Chief Information Officer

Technology Management Board
Chair: Chief Information Officer
Members: Agency IT Managers
Frequency: Monthly

Business Management Council
Chair: Chief Information Officer
Members: Agency Deputy Directors/ Business Managers
Frequency: Monthly

Project Review Board
Chair: Chief Information Officer
Members: Assistant County Executive
Budget Director
County Administrative Officer
Frequency: Monthly

Combined Teams
Accountable Business Transformation - Technology Review Committee

Technology Teams
Application and Data Team
Infrastructure Team
Security Team

Business Teams
Finance and Budget Team
Privacy Team
Asset Management

Ad Hoc Review Teams
Sponsoring Agency Director

The Office of Information Resource Management 2007 Business Plan contains the office's enabling legislation and discusses the priorities for the office's work with the technology governance in the coming year. The link is:

http://kcweb.metrokc.gov/oirm/reports/2007_OIRM_Business_Plan.pdf

Appendix C – Delegation of Oversight of Information Technology (IT) Management

Document Code No.: INF 8-8(AEO)
Department/Issuing Agency: Office of Information Resource Management (OIRM)
Effective Date: August 29, 2003
Approved: /s/ Ron Sims
Type of Action: New

WHEREAS, to ensure that quality results are achieved in an efficient manner from investments in information technology, and

WHEREAS, the interests of the citizens of King County are best served by establishing clear roles and responsibilities, and

WHEREAS, to provide an appropriate and practical balance between the responsibilities of departments, divisions, agencies, and programs within County government to deliver services and meet business objectives and the need to ensure quality results, and

WHEREAS, it is important for business needs to drive information technology solutions and be documented clearly by county departments in a business case that justifies investment in information technology, and

WHEREAS, to identify corrective actions at early signs of project budget, scope, and/or schedule slippage to avoid wasting County resources;

NOW, THEREFORE, I, Ron Sims, King County Executive do hereby delegate to the Chief Information Officer the authority to provide centralized oversight of information technology management for all County agencies as follows:

All departments, divisions, agencies, and programs within County government are hereby directed to:

Create and maintain technology plans that align to and meet their business goals and objectives and align to the King County Strategic Technology Plan, and

Plan, develop, and implement technology solutions and manage operations of technology solutions in a manner consistent with their technology and business plans, and

Provide funding for an appropriate amount of project contingency in the project's budget, and

Establish an appropriate project governance structure to provide steering and leadership for internal project management oversight, and

Develop selection criteria for technology procurements that demonstrate due diligence in meeting standards established through the technology governance, and

Provide assurance that identified technology solutions meet stated business goals and objectives.

The Chief Information Officer will ensure that all departments, divisions, agencies, and programs within County government are performing the roles in the previous section, have created and maintained documented technology plans, and are in compliance with standards established through the technology governance through the following:

Approving funding releases for information technology projects that are subject to central monitoring, and

Approving the use of project contingency based on project plans and justifications provided by the project, and

Approving information technology initiatives that align to and support technology plans as part of the executive's annual budget process, with approved initiatives forwarded to the Executive for final decision-making, and

Directing quality assurance reviews and project audits on information technology projects on an as-needed basis with funding for this activity expected to come from project contingency budgets, and

Identifying corrective action plans and checkpoints to be worked in cooperation with department, division, agency or program management to keep information technology projects on a track for successful completion, and

In the event a corrective action plan does not meet stated objectives, convening the Project Review Board as the forum for the responsible department to discuss the state of the project prior to any decision made by the CIO, and

Directing the suspension or general shutdown of projects having difficulties in resolving issues related to scope, schedule and budget.

Appendix D – Enabling County Code

2.16.0755 Office of information resource management – chief information officer.

A.   The office of information resource management shall be directed by a chief information officer ("CIO"). The CIO shall be appointed by the executive and confirmed by the council. The CIO shall report to the county executive and advise all branches of county government on technology issues. The CIO shall provide vision and coordination in technology management and investment across the county. The CIO shall attend regular executive cabinet meetings as a nonvoting member and advisor on technology implications of policy decisions. The CIO shall meet regularly with business managers for the assessor, council, prosecutor, superior court, district court and sheriff to advise on technology implications of policy decisions. The CIO shall advise all county elected officials, departments and divisions on technology planning and project implementation.

B.   The duties of the CIO also shall include the following:

1.   Overseeing the information technology strategic planning office and production of a county information technology strategic plan and updates to the plan;

2.   Overseeing the central information technology office of project oversight and monitoring of approved technology projects;

3.   Recommending business and technical information technology projects for funding as part of the county's strategic planning process;

4.   Recommending technical standards for the purchase, implementation and operation of computer hardware, software and networks as part of the county's strategic planning process;

5.   Recommending countywide policies and standards for privacy, security and protection of data integrity in technology infrastructure, electronic commerce and technology vendor relationships as part of the county's strategic planning process;

6.   Recommending strategic information technology service delivery models to be implemented by county departments;

7.   Identifying and establishing short-range, mid-range and long-range objectives for information technology investments in the county;

8.   Establishing a standard methodology for information technology project management, including requirements for project initiation and review, parameters for agency contracts with information technology vendors, and reporting requirements to facilitate monitoring of project implementation;

9.   Establishing criteria for determining which information technology projects will be monitored centrally;

10.   Monitoring project implementation when projects meet the established criteria;

11.   Releasing the funding for each phase of those projects subject to central oversight based on successful reporting and completion of milestones;

12.   Recommending budgetary changes in the funding of information technology projects to the executive and council, as appropriate;

13.   Directing the suspension or general shutdown of projects having difficulties in resolving issues related to scope, schedule or budget;

14.   Conducting post-implementation information technology project review;

15.   Managing the internal service fund and capital project fund of the office of information resource management;

16.   Providing annual performance review to the executive and council;

17.   Managing the information and telecommunications services office; and

18.   Planning, oversight and management of information technology functions within the executive branch, including the following:

   a.   approving the department information technology service delivery plan in conjunction with the executive branch department directors;

   b.   ensuring that executive branch department information technology service delivery needs are met according to the agreed-upon information technology service delivery plan for the department;

   c.   hiring or designating, or both, the department information technology service delivery manager in consultation with the department director to manage the day-to-day information technology operations within each executive branch department; and

   d.   ensuring that executive department information technology needs are aligned with the countywide three year strategic technology plan and the annual technology business plan.

C. To support the CIO in carrying out the duties of the office, all county departments shall develop and maintain information technology plans that align to the countywide strategic technology plan and meet their departments' business goals and objectives and shall procure information technology with due diligence demonstrated to meet policies and standards established through the technology governance. (Ord. 15559 § 4, 2006: Ord. 14561 § 4, 2002: Ord. 14199 § 16, 2001: Ord. 14005 § 3, 2000).

2.16.0756 Office of information resource management – chief information officer – convening of information technology security steering committee. Within three months of his or her confirmation by the council, the chief information officer shall convene an information technology security steering committee to consider and make recommendations regarding issues of privacy and security relating to the use of technology. (Ord. 14005 § 5, 2000).

2.16.0757 Office of information resource management – information technology strategic planning office. The office of information resource management shall include an information technology strategic planning office ("strategic planning office"). The strategic planning office shall report directly to the chief information officer. The strategic planning office shall:
    A. Produce an information technology strategic plan with annual updates, as appropriate, for council approval. The strategic technology plan shall be transmitted to council no later than January 31 of the reporting period. The plan should include:
        1. A section that includes:
            a. text describing, for individual planning issue areas, the current environment, strengths, weaknesses, opportunities and challenges, as appropriate;
            b. a list of recommended objectives, with description as appropriate; and
            c. a list of implementation steps intended to achieve these recommended objectives, with description as appropriate;
        2. A section that includes accomplishments towards meeting objectives from previous approved strategic plans; and
        3. Appendices supporting the recommendations with empirical data;
    B. Support the work of countywide planning committees that coordinate business and technical needs for information technology investments;
    C. Produce an annual technology report. The annual technology report shall be transmitted to council no later than June 30 of each year; and
    D. Produce an annual proposed technology business plan. The annual proposed technology business plan shall be transmitted to Council along with the executive's proposed budget. (15559 § 5, 2006: Ord. 14005 § 4, 2000).

2.16.0758 Office of information resource management – information technology office of project oversight. The office of information resource management shall include a central information technology office of project oversight. The office of project oversight shall report directly to the chief information officer. The office of project oversight shall:
    A. Develop criteria for determining which information technology projects should be subject to central monitoring by the office of project oversight;
    B. Develop a process for information technology project initiation, including submittal of a business case analysis;
    C. Develop requirements for the components of the business case, such as, but not limited to, the linkage to program mission or business plan or cost-benefit analysis;
    D. Set parameters for acceptable conditions and terms of information technology vendor contracts with county agencies;
    E. Establish project implementation reporting requirements to facilitate central monitoring of projects;
    F. Review the information technology project initiation request, including business case analysis, to ensure that materials contain all required components, have substance and are backed by documentation;
    G. Monitor projects during implementation relying on documentation that has been approved by the project's steering committee or other governing body;
    H. Approve the disbursement of funding for projects that meet the criteria for project management as established in K.C.C. 2.16.0758.A;
    I. Recommend budgetary changes to the executive and council as appropriate during each phase of project implementation;
    J. Directing the suspension or general shutdown of project having difficulties in resolving issues related to scope, schedule or budget; and
    K. Conduct project postimplementation reviews, documenting strengths and weaknesses of the implementation process and the delivery, or lack thereof, of either cost savings or increased functionality, or both. (Ord. 15559 § 6, 2006: Ord. 14005 § 6, 2000).

2.16.075805 Office of information resource management – information and telecommunications services office. The information and telecommunications services office shall include the following duties:

A. Designing, developing, operating, maintaining and enhancing computer information systems for the county and other contracting agencies, except for geographic information systems, which shall be administered by the department of natural resources and parks;

B. Managing the cable communications provisions in K.C.C. chapter 6.27A;

C. Negotiating and administering cable television and telecommunication franchises under K.C.C. chapter 6.27;

D. Providing telephone system design, installation, maintenance and repair;

E. Managing and operating the centralized printing and graphic arts services;

F. Providing internal communications and public information services including setting standards for and preparing informational publications, except to the extent to which the council decides, as part of the annual appropriation ordinance, to fund selected departmental level internal communications and public information services in certain departments or divisions; and

G. Administering the emergency radio communication system under K.C.C. chapter 2.58, but not including the radio communication and data system operated and maintained by the department of transportation. (Ord. 15559 § 7, 2006).

2.16.07581 Definitions - Ordinance 14155.

A. Annual technology report: a report of the status of technology projects as of the end of the prior year pursuant to K.C.C. 2.16.0755.

B. Integration: technical components and business philosophies that bring together diverse applications from inside and outside the organization, to streamline and integrate business processes within an organization and with outside partners.

C. Interoperability: the ability of two or more hardware devices or two or more software routines to work together.

D. Long-term: a planning horizon of over three years out.

E. Mid-term: a planning horizon of two to three years.

F. Short-term: a planning horizon of one to two years.

G. Strategic: Likely to be more than three years out; necessary for achieving the planned effect desired.

H. Information technology strategic plan: a report that provides a vision and coordination of technology management and investment across the county pursuant to K.C.C. 2.16.0757A.

I. Technology business plan: an annual plan for the next year's technology operations and proposed projects; intended to align with individual agency's business plans and budget requests and the countywide standards and policies and direction as set forth in the strategic information technology plan. (Ord. 14155 § 1, 2001).

2.16.07582 Strategic advisory council.

A. The strategic advisory council is hereby created. The council shall act in an advisory capacity to the King County executive in developing long-term strategic objectives and planning and implementing for information technology deployment countywide. The members shall be the King County executive, two representatives of the King County council's choosing, the King County sheriff, the King County prosecuting attorney, the King County assessor, the King County chief information officer, the presiding judge of the King County superior court, the presiding judge of the King County district courts, up to eight external advisor from the private sector to be selected by the chair and the chief information officer, each to serve a two-year term, and up to two external advisors from the public sector to be selected by the chair and the chief information officer, each to serve a two-year term.

B. The strategic advisory council shall:
   1. Develop and recommend strategic objectives for information technology deployment countywide;
   2. Review information technology proposals for their alignment with adopted strategic objectives;
   3. Review and endorse the information technology strategic plan and all updates to it; and
   4. Review policy-related transmittals to the county council that are proposed by the King County executive for large countywide information technology projects, such as the business cases.

C. The King County executive shall serve as the chair of the strategic advisory council.

D. Formal votes shall be taken and recorded on all recommendations and endorsements.

E. Members of the strategic advisory council shall serve without compensation. (Ord. 15559 § 8, 2006: Ord. 14155 § 2, 2001).

2.16.07583 Business management council.

A. The business management council is hereby created. The council shall act in an advisory capacity to the county's chief information officer in carrying out duties related to developing short-term, mid-term and strategic objectives for information technology countywide, in recommending information technology proposals for funding and in developing standards, policies and guidelines for implementation. The

members shall be the King County chief information officer and agency deputy directors or business managers designated by each agency's director, familiar with that agency's business and operations and having authority to commit resources and speak with the authority of the department when participating in business management council meetings.

B. The business management council shall:
  1. Review information technology proposals made by individual members, groups of members or ad hoc committees;
  2. Assess short-term, mid-term strategic value and risk of information technology proposals;
  3. Assess alignment of information technology proposals with agency business plans, agency technology plans and adopted strategic objectives;
  4. Recommend information technology proposals for funding and for inclusion in the technology business plan and the information technology strategic plan;
  5. Review and provide recommendations for implementing information technology standards, policies and guidelines;
  6. Review and provide recommendations for finalizing the annual technology report and the technology business plan; and
  7. Review operations management issues as needed.

C. The King County chief information officer shall serve as the chair of the business management council and shall designate a vice-chair as needed.

D. The chief information officer may convene such additional ad hoc committees as are determined to be necessary for the business management council to focus on specific topics or to address the needs of a logical group of agencies. These committees shall review topics and report findings to the chief information officer and the business management council.

E. Formal votes shall be taken and recorded on all recommendations and endorsements. Meeting minutes shall formally record issues and concerns raised by members for consideration by the chief information officer.

F. Members of the business management council shall serve without compensation. (Ord. 15559 § 9, 2006: Ord. 14155 § 3, 2001).

2.16.07584 Technology management board.

A. The technology management board is hereby created. The board shall act in an advisory capacity to the county's chief information officer on technical issues including policies and standards for information security, applications, infrastructure and data management. The members shall be: the King County chief information officer and agency information technology directors or managers designated by each agency's director and familiar with that agency's technology needs and operations.

B. The technology management board shall:
  1. Review the strategic objectives recommended by the strategic advisory council and assess issues related [to] the ability of the technology infrastructure to support them;
  2. Review the business objectives and information technology proposals recommended by the business management council and assess issues related to compliance with the county's technology standards and policies and the impact to the technology infrastructure required to support them;
  3. Develop or review information technology program proposals that support the strategic and business objectives of the county;
  4. Develop or review technology program proposals that promote the efficient operation and management of technology infrastructure, applications and data;
  5. Recommend technology program proposals for funding and for inclusion in the technology business plan and the information technology strategic plan;
  6. Review and provide recommendations for finalizing the King County annual technology report and the technology business plan; and
  7. Develop or review and recommend standards, policies and guidelines for infrastructure, applications deployment, data management and privacy and security.

C. The King County chief information officer shall serve as the chair of the technology management board and shall designate a vice-chair as needed.

D. The chief information officer may convene such ad hoc committees as are determined to be necessary for the technology management board to focus on specific topics or issues. These committees shall review topics and report back findings to the chief information officer [and the] technology management board.

E. Meeting minutes shall formally record issues and concerns raised by members for consideration by the chief information officer.

F. Members of the technology management board shall serve without compensation. (Ord. 15559 § 10, 2006: Ord. 14155 § 4, 2001).
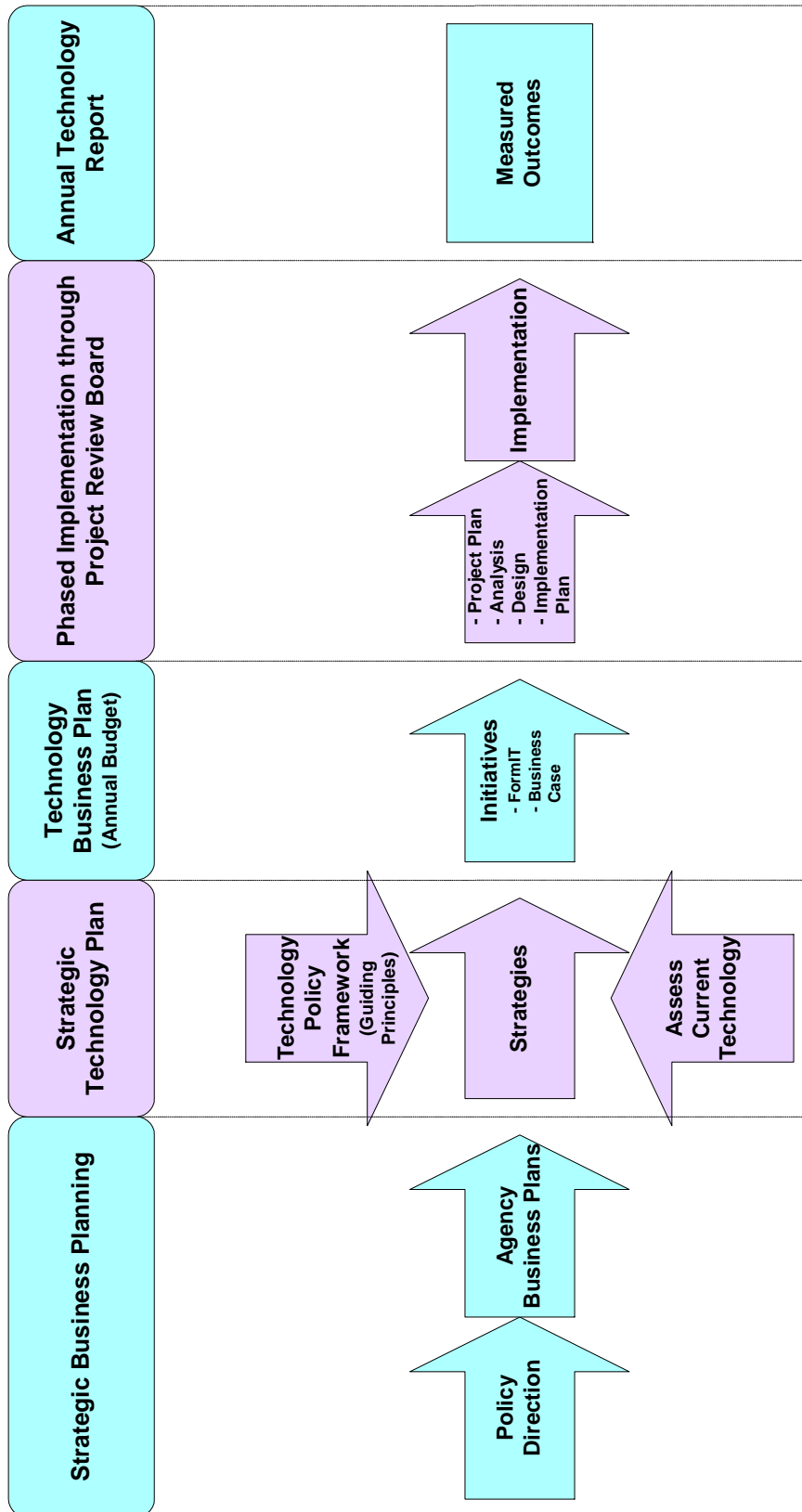
2.16.07585 Project review board.

A. The project review board is hereby created. The board shall act in an advisory capacity to the county's chief information officer in implementing the project management guidelines developed by the central

information technology project management office as described in K.C.C. 2.16.0758 A. through E. As appropriate, the board also may assume the project oversight role assigned to the project management office under K.C.C. 2.16.0758 F. through K. The members shall be: the chief information officer, the assistant county executive operations I, the director of the office of management and budget and the director of the department of executive services.

B. The King County chief information officer shall serve as the chair of the project review board.

C. Ad hoc project review teams may be convened as determined to be necessary by the project review board to focus on specific projects. Each ad hoc project review team will include the project's sponsoring agency director. These teams shall report back findings to the board.

D. Formal votes shall be taken and recorded on all recommendations and meeting minutes shall formally record issues and concerns raised for consideration by the chief information officer. (Ord. 15559 § 11, 2006: Ord. 14561 § 5, 2002: Ord. 14155 § 5, 2001).

King County

Technology
Governance

Technology Governance stage	Key elements
Annual Technology Report	Measured Outcomes
Phased Implementation through Project Review Board	Implementation ← - Project Plan, - Analysis, - Design, - Implementation Plan
Technology Business Plan (Annual Budget)	Initiatives - FormIT, - Business Case
Strategic Technology Plan	Technology Policy Framework (Guiding Principles) → Strategies ← Assess Current Technology
Strategic Business Planning	Agency Business Plans ← Policy Direction

Appendix F – Project Monthly Monitoring Reports – Dec. 2007

Reference Information:

The web link to the *Final* Master Project List for December 2007 is:

http://kcweb.metrokc.gov/oirm/prb/Meetings/2008/011508/III.%20Briefings/9%20PRB%20Projects/9b_Master%20Project%20List.xls

The web link to the Project Monthly Monitoring Reports is:

http://kcweb.metrokc.gov/oirm/prb/ProjectOversight/WebPages/PRBProjPage.aspx

Appendix G – Acknowledgements

IT Governance Members as of December 31, 2007

Business Management Council (BMC)
David Martinez -Office of Information Resource Mgmt
Hikari Tamura, Adult & Juvenile Detention
Rich Medved - Assessor
Debora Gay - Office of Management & Budget
Marty Lindley - Community & Human Services
Jennifer Giambattista – County Council
Caroline Whalen - Dept. of Executive Services
Joe Miles - Development & Environmental Services
Tricia Crozier - District Court
Teresa Bailey - Judicial Administration
John Bodoia, Natural Resources
Ben Liefer - Public Health
David Ryan - Prosecuting Attorney
Denise Turner - Sheriff's Office
Linda Ridge - Superior Court
Laurie Brown, Transportation

Technology Management Board (TMB)
David Martinez-Office of Information Resource Mgmt
Mike Holland - Adult & Juvenile Detention
Hoang Nguyen - Assessor
Jim Walsh - Office of Management & Budget
Diep Nguyen - Community & Human Services
Paul Gaskill - County Council
Nancy Wickmark - Dept. of Executive Services
Tom McBroom - Development & Environmental Services
Cathy Grindle - District Court
Stephen Bell, Judicial Administration
Gary Hocking - Natural Resources & Parks
Fred Flickinger - Prosecuting Attorney
Roger Kirouac - Public Health
Kelly Furner - Sheriff's Office
Pamela Ruhl - Superior Court
Wayne Watanabe - Transportation

Project Review Board (PRB)
David Martinez, Chief Information Officer, OIRM
Bob Cowan, Office of Mgmt & Budget Director,
Jim Buck, County Administrative Officer Designee, DES
Sheryl Whitney, Assistant County Executive, Exec.

Sub-team Chairs
Anh Nguyen, BMC Privacy Sub-team
Gary Lemenager, TMB Infrastructure Sub-team
Ken Dutcher, TMB Applications & Data Sub-team
Ralph Johnson, TMB Security Sub-team
 Sherril Huff, Electronic Records & Document
   Management Sub-team
Steve Fields, BMC Finance & Budget Sub-team

IT Governance Staff
Dana Spencer, Director, Service Development
Zlata Kauzlaric, PRB Oversight & IT Governance Mgr
Gary Tripp, Project Review Manager

Office of Management and Budget
Steve Fields, Budget Supervisor
Krista Camenzind, Budget Analyst
Tricia Davis, Budget Analyst

Annual Technology Report Staff:
Stacey Nakamichi, IT Governance Support
Terra Strouhal, Web Publishing

Strategic Advisory Council (SAC)
Ron Sims, County Executive
Barbara Linde, Presiding Judge District Court
Dan Satterberg, Interim Prosecuting Attorney
David Martinez, Chief Information Officer
Kathy Lambert, Council Member
Larry Gossett, Council Member
Michael Trickey, Presiding Judge Superior Court
Scott Noble, Assessor
Susan Rahr, King County Sheriff

SAC Private/Public Sector Members
Amy David - IBM Corporation
Carolyn Purcell, Cisco Systems
Gary Robinson, Washington State
Hugh Taylor - Northrop Grumman
Joel Chaplin – Motricity
Ron Johnson - University of Washington
Scott Boggs - Microsoft Corporation (retired)
Stuart McKee - Microsoft Corporation