

# King County Information Technology Web Project Status Update Proviso Response

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January 30, 2024



**King County**

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## Proviso Text

Ordinance 19712, Section 86, King County Information Technology Services, P2<sup>1</sup>

PROVIDED FURTHER THAT:

Of this appropriation, \$200,000 shall not be expended or encumbered until: (1) the executive files a project status update for the King County website upgrade; (2) the executive transmits a report addressing concerns about the King County website upgrade and a motion that should acknowledge receipt of the report addressing concerns about the King County website upgrade; and (3) a motion acknowledging receipt of the report is passed by the council. The motion should reference the subject matter, the proviso's ordinance number, ordinance section, and proviso number in both the title and body of the motion.

The project status update for the King County website upgrade in (1) of this proviso shall include: a description of the scope of work and overall timeline for the project; a list of activities completed and remaining to be done by the King County department of information technology ("KCIT") and county departments; major milestones for activities remaining to be completed including estimated date of completion; and the total amount that has been spent on the project that includes both capital expenditures, operating expenditures, and in-kind expenditures. The executive shall electronically file the project status update no later than January 30, 2024, with the of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff, and the lead staff for the committee of the whole or its successor.

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<sup>1</sup> Ordinance 19712 [\[LINK\]](#)

## Background

**Department Overview:** The King County Department of Information Technology (KCIT) supports King County employees, government agencies, and residents with a wide array of innovative technology services. KCIT is responsible and fiscally accountable for the management of information technology operating resources within the executive branch and provides enterprise technology services to all county agencies. The County’s Chief Information Officer (CIO) serves as the department director.

### **Key Context:**

*Overview.* King County’s website, [Kingcounty.gov](https://kingcounty.gov), is the primary digital information and communication tool for King County government. People who live, work, and play in King County, along with the media and other governments, rely on King County government’s website to access information on everything King County does. From land use permitting, to obtaining a food worker card, to looking up proposed Ordinances, Kingcounty.gov is the first stop for information about the work of the County departments and agencies for people interested in the County’s systems, services, and programs.

The County’s homepage serves as a general landing point for people looking for information about King County government or services. Each department, agency, or office in the County has its own public-facing section of the site to communicate key information, provide links, etc., relevant to their respective, unique bodies of County work. KCIT provides the systems and platforms of Kingcounty.gov, while departments provide the content for the County’s websites. The Kingcounty.gov continues to evolve over time, as technology advances and user needs and expectations expand.

*Website Maintenance and Content Management.* Keeping a website running smoothly requires two key elements. The first element is installing and maintaining the platform that houses the site. The second element is creating and maintaining the content – the pictures, words, documents, links, etc. that organizations provide to people who come to the site.

A web content management system (WCMS) is a platform which enables site editors and content owners to create, edit, collaborate, and publish digital content for a website. The WCMS for King County’s website is Sitecore. The platform requires associated technology that, when maintained at a supported level, ensures that the platform functions properly. Notably, an update to one component of the platform influences whether and how another component will work. Sitecore has an array of modules that need to perform well together to load pages quickly and consistently.<sup>2</sup>

King County’s website platform technology, Sitecore, requires a proprietary site editor interface that content producers use to create departmental or agency pages and edit information on the site. This interface lets content owners use pre-designed elements to design pages for display on the site. Content producers can edit the text and images and preview how that content will look before publishing it.

Sitecore also requires discreet pieces of programmed code, also known as components, that are used to templating how content is displayed on a website. These components define the font sizes and elements, spacing around the element, color choices and other attributes for what is being displayed on a screen for the user, essentially controlling how text and images are displayed on the site. Components

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<sup>2</sup> Speed to load a page is also affected by the number of people trying to load that page (traffic).

are used on Kingcounty.gov to standardize the display of many different element types (images, links, tables, etc.). Any content that uses these components must be compliant with the Americans with Disabilities Act (ADA) technology requirement and reflect [website presentation best-practices](#).

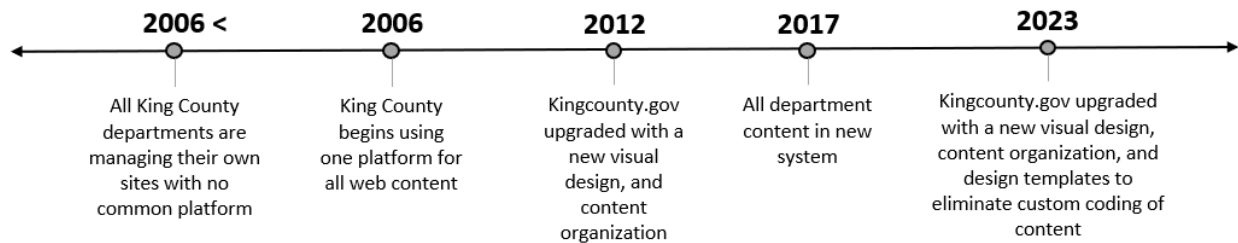
*Historical Context.* King County has been using the Sitecore platform as the web content management system for Kingcounty.gov since 2006. The King County website was upgraded to Sitecore version 7 by KCIT in 2013. As part of the 2013 effort, the site was consolidated from individual webpages for individual departments and agencies (and in some cases, divisions) into one site under Kingcounty.gov.

As part of the 2013 website work, KCIT launched a new design for how the website looked and how the site was organized (the site hierarchy). While the engineering component was completed in 2013, departments and agencies continued working on updating content in this system through 2017.

In 2017, Sitecore announced that version 7.2 would be discontinued in 2018. Kingcounty.gov contained variances in coding practices that made support and migration difficult. Consequently, between 2017 and 2023, there were few modifications made to the site. Content was added and modified as needed to ensure that the information provided was accurate, but no updates were made to the underlying technology.

To ensure the Kingcounty.gov site would continue to run on supported software, KCIT planned for a capital project to upgrade the platform. Scope for this work, discussed in the next section, included moving existing content onto the most current version of the vendor’s product. This project did not include content restructuring (rewriting of content to the appropriate reading level for websites or reorganizing of the information) or reworking of any tools or processes that were needed to publish content. See figure 1 below.

Figure 1.



*Current Context.*

As of August 18, 2023, Kingcounty.gov is running on Sitecore 10. Most King County departments and agencies have been working to move their content into this new platform. As of the writing of this report, some departments and agencies have yet to reorganize and rebuild their content in the new version of Sitecore. This means that some users experience challenges with finding what they are looking for on Kingcounty.gov because the structure of information on the webpage has not been updated to the new platform.

*IT Project Review and Approval Process.*

King County’s technology strategies and funding proposals are developed with input and oversight from four advisory bodies. Ordinance 14155 instituted a King County information technology governance

structure, establishing four committees to advise KCIT as it performs the duties described in King County Code (KCC)2.16.075G.<sup>3</sup> They are the Strategic Advisory Council (SAC), Business Management Council (BMC), Technology Management Board (TMB), and Project Review Board (PRB).

With regard to this project, the BMC and TMB convened joint meetings for a period of time during this project. Members of the KCIT project team attended several of these joint meetings to solicit feedback about business needs for the new site, to share preliminary page designs, project progress, schedule, and approach as well as to ask for department support for content cleanup and revision. See Appendix A. PRB provided oversight throughout the duration of this project, tracking and monitoring governance action items (critical success factors, funding release conditions, budget tracking). See Appendix B.

**Report Methodology:** This document was prepared by KCIT staff. Information was gleaned from budget documents, project materials, and presentations. Staff from the Office of Performance, Strategy, and Budget reviewed budgetary and financial information included in this document.

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<sup>3</sup> Ordinance 14155 [\[LINK\]](#)

## Report Requirements – Status Update

This section is organized to follow the requirements of the status update report of the Proviso:

*The project status update for the King County website upgrade in (1) of this proviso shall include: description of the scope of work and overall timeline for the project; a list of activities completed and remaining to be done by the King County department of information technology ("KCIT") and county departments; major milestones for activities remaining to be completed including estimated date of completion; and the total amount that has been spent on the project that includes both capital expenditures, operating expenditures, and in-kind expenditures.<sup>4</sup>*

### Description of the Scope of Work and Overall Timeline for the Project

The scope of work (SOW) for the 2019 Kingcounty.gov project experienced three distinct scope updates from baseline, listed below:

- Scope Update 1 - reorganize and update content;
- Scope Update 2 – use cloud- hosted virtual environment; and
- Scope Update 3 - Assist departments with page building.

Project Charter documents are included as Appendix C and D. The initial project scope is reflected in the first Project Charter, Appendix C. The updated Project Charter covers updates 1 and 2 and is Appendix D. The Project Charter was not revised for update 3.

### Scope of Work

The initial scope and each update are summarized below. Please see the Project Charter documents which provide additional details on the project scope.

- **Initial Project Scope**

In 2018, KCIT defined the scope of the project as an upgrade of the obsolete version of the Sitecore version 7.2 WCMS platform to Sitecore version 9.<sup>5</sup> It included refresh of the product technology to be in alignment with current web architecture (web modernization). The existing platform had not been upgraded for three years and support ended 31 December 2017.

As identified in the Project Charter, scope included:

- Creation of Americans with Disability Act (ADA)-compliant page and site components and compliance to Web Content Accessibility Guidelines (WCAG) 2.1<sup>6</sup>
- Creation of automation script(s) to support content integration/migration
- Recommendations for agency content integration/migration
- Equity Impact Review

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<sup>4</sup> Ordinance 19712, lines 1657-1665

<sup>5</sup> kingcounty.gov is currently on version 10.

<sup>6</sup> WCAG is a framework for making web content more accessible for people with disabilities. WCAG version 2.0 was published in 2008 by the World Wide Web Consortium (W3C), an international organization dedicated to creating web standards. It was updated to WCAG 2.1 in June 2018. – [Microsoft Compliance WCAG Information](#)

- Multi-language and multi-domain technical design to allow for support of translated content for languages other than English and support multiple virtual web identities
- Creation of a web governance structure and policies – establish standards for design, content and development that will be distributed to King County agencies and departments.

The SOW included extending the software licensing to allow for the new version of software.

The project scope was designed to be engineering engagement only and did not include content work with departments. Archiving and content cleanup were outside the project scope. Specific out of scope elements include wholesale archiving and content rework or cleanup:

- In depth content rework and archival of all content
- New development, or reworking of existing applications
- Selection, procurement, and implementation of an archiving system.
- Development of content (text, image, video etc.) beyond basic architecture and template design.

- **Scope Update 1 - Reorganize and Update Content**

As part of the scope update for this project, KCIT began supporting departments and agencies to cull, organize, and restructure each group’s content. This work was broken out into three distinct phases, each phase built on the previous phase’s work. The phases are described below:

- 1) *Design engagement*: KCIT’s User Experience (UX Team) staff convened a series of meetings with department web editors, content owners and subject matter experts around business goals, services provided to the public, and site visitor needs. The UX Team then created a series of page mock-ups (prototypes) to illustrate the organization and layout for key areas of that department’s section of kingcounty.gov. These were reviewed, discussed, modified, and finalized by the respective agencies.
- 2) *Content workshops*: Once the design engagement was completed, a series of content workshops were conducted with KCIT content strategists, department web editors, and content owners. These workshops were held so that department staff could learn while doing. KCIT helped departmental staff work with existing content to reorganize their most-used content and create materials (text, images, etc.) needed for new pages in the new site.
- 3) *Platform training*: KCIT developed a body of training materials for all web editors for how to use the system for editing, content, and building pages. Web editors were required to complete this training before building any content out in the Sitecore platform.

This update also included reorganization of content to support translation and web best-practices, which included a new style/design and reduce use of custom code.

Please see Appendix D for further detail.

- **Scope Update 2 – Utilize Cloud-Hosted Virtual Environment**

The second project scope update expanded the scope to include replacement the existing physical servers with a new, virtual cloud environment. This change enabled the County to automatically adjust capacity based on web traffic to make sure that the site performance was acceptable during greater than usual traffic spikes. This was necessary to ensure that Kingcounty.gov was using technology in a configuration that Sitecore would support.



This change to the underlying technology had cascading impacts on other aspects of the system, resulting in significant reconfiguration. This technology was very new to the IT industry, and required an experienced vendor to help install, configure, and troubleshoot the environment.

Please see Appendix D for further detail.

**Scope Update 3 – KCIT Assist Departments with Page Building**

The third project scope update expanded the scope to assist departments with organizing their content and building pages. This required KCIT to provide skilled support because many departments did not have these skills or resources available. This support was necessary to ensure that departments could move their content into the new system.

**Overall Project Timeline**

Table 1 below provides an overall timeline of the project to date. Please note that the COVID-19 global pandemic began in 2020, significantly impacting County work plans and affecting Kingcounty.gov project progress as staff were re-deployed throughout the organization to support COVID related projects. These impacts continued through mid-2023.

The key project tasks shown below in Table 1 are summarized activities and as such, the tasks noted in the table do not capture the detailed and significant level of KCIT staff work and activities underpinning the project’s tasks and activities. This work includes items such as project management; hiring, training, and deployment of staff; and installation and testing work.

Table 1. Project Timeline

Timeframe	Key Project Tasks
<b>2018 Key Project Tasks</b>	
<b>2018</b>	<ul style="list-style-type: none"> <li>• Analyzed existing system including stability and performance and information on potential replacement platforms</li> <li>• Developed of contracts and costs</li> <li>• Created project charter</li> <li>• Developed capital budget proposal</li> <li>• Briefed various leaders and interested parties</li> </ul>
<b>2019 Key Project Tasks</b>	
<b>Q1</b>	<ul style="list-style-type: none"> <li>• Secured contracted resources</li> <li>• Identified team members</li> <li>• Finalized project methodology</li> <li>• Started request for proposal (RFP) process for skilled resources</li> <li>• Extended existing contract with Sitecore</li> <li>• Adjusted project budget projections to reflect updated contractor rates based on needed skills</li> </ul>
<b>Q2-Q4</b>	<ul style="list-style-type: none"> <li>• Installed platform</li> <li>• Identified and resolved issues with installation</li> <li>• Trained technical staff (software developers) on new technology of the upgraded platform</li> <li>• Gathered information for revised scope, prepared documentation for budget request</li> </ul>

Table 1. Project Timeline

Timeframe	Key Project Tasks
<b>2020 Key Project Tasks</b>	
Q1 – Q2	<ul style="list-style-type: none"> <li>• Continued platform training and issue resolution</li> </ul>
Q3-Q4	<ul style="list-style-type: none"> <li>• Launched initial home page for the new site</li> <li>• Began content workshops with Department of Adult and Juvenile Detention (DAJD) to prioritize and reorganize its site content</li> <li>• Started identifying design components needed by departments/agencies</li> <li>• Began first content workshop with Department of Judicial Administration (DJA)</li> <li>• Created, tested, and debugged components</li> <li>• Amended project scope</li> <li>• Developed budget request to fund scope updates 2 and 3</li> </ul>
Q4	<ul style="list-style-type: none"> <li>• Began content workshops with Metro and Public Health (PH)</li> </ul>
<b>2021 Key Project Tasks</b>	
Q1	<ul style="list-style-type: none"> <li>• Extended duration of content workshops with departments from two months each to five months each</li> <li>• Began content workshops with Department of Natural Resources and Parks (DNRP), Executive Office, Department of Local Services (DLS) and Department of Community and Human Services (DCHS)</li> <li>• Created training materials for department site editors and content owners</li> <li>• Continued identifying, building, testing, and debugging components</li> <li>• Rescoped project for extension of agency content workshops and inclusion of new cloud-hosted virtual environment</li> <li>• Completed content workshops with DAJD and Metro</li> <li>• DAJD and Metro site editors completed Sitecore training for content editing and creating new pages in the new platform</li> </ul>
Q2	<ul style="list-style-type: none"> <li>• Built the site with a new virtual environment</li> <li>• Continued identifying, building, testing, and debugging components</li> <li>• Conducted three in-depth engagement sessions with more than 100 community members to review and validate the proposed navigation and organization</li> <li>• Completed content workshops with DNRP, PH, and the Executive Office</li> <li>• Completed Sitecore training with PH and DNRP site editors</li> </ul>
Q3	<ul style="list-style-type: none"> <li>• Contracted for assistance installing new virtual environment</li> <li>• Created a communications hub to support the site editor community</li> <li>• Began newsletter distribution to share information</li> <li>• Created training materials for site editors</li> <li>• Started content workshops with Assessor, Department of Human Resources (DHR), and Prosecuting Attorney’s Office (PAO)</li> <li>• Stabilized platform with a pause in component work</li> <li>• Initiated meetings with site editors and content owners as a forum to address questions, issues, and updates</li> <li>• Completed Sitecore training with the Executive Office site editors</li> </ul>
Q4	<ul style="list-style-type: none"> <li>• Started content workshops with Superior Court, Department of Judicial Administration (DJA) and Elections</li> </ul>

Table 1. Project Timeline

Timeframe	Key Project Tasks
	<ul style="list-style-type: none"> <li>• Completed content workshops with DCHS</li> <li>• Completed Sitecore training with DCHS site editors</li> </ul>
<b>2022 Key Project Tasks</b>	
<b>Q1</b>	<ul style="list-style-type: none"> <li>• Conceptualized Initiated planning to address the need to maintain old content for departments and site visitors once the unsupported site was decommissioned/shut down,</li> <li>• Resumed previously paused component work</li> <li>• Continued meeting series with site editors and content owners as a forum to address questions, issues, and updates,</li> <li>• Started content workshops with the Council, and Department of Executive Services (DES)</li> <li>• Completed content workshops with Superior Court, Assessor, PAO and DJA</li> <li>• completed Sitecore training with Assessor and PAO site editors</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>• Designed and implemented solution for maintaining old content after the unsupported site was decommissioned</li> <li>• Continued meeting series with site editors and content owners as a forum to address questions, issues, and updates</li> <li>• Started content workshops with Department of Public Defense (DPD), and District Court</li> <li>• Completed content workshops for Elections, DHR and DLS</li> <li>• Completed Sitecore training with Superior Court, DJA, DHR and Elections site editors</li> </ul>
<b>Q3</b>	<ul style="list-style-type: none"> <li>• Established and convened Steering Committee</li> <li>• Continued meeting series with site editors and content owners as a forum to address questions, issues, and updates</li> <li>• Continued to validate solution for keeping content after unsupported site decommissioning,</li> <li>• Completed content workshops with the Council, KCIT and DES</li> <li>• Completed Sitecore training with DLS, KCIT, the Council and DES site editors</li> </ul>
<b>Q4</b>	<ul style="list-style-type: none"> <li>• Building of pages in new system by nine departments and agencies</li> <li>• Continued meeting series with site editors and content owners as a forum to address questions, issues, and updates</li> <li>• Completed content workshops with DPD and District Court</li> <li>• Completed Sitecore training with DPD and District Court site editors</li> </ul>
<b>2023 Key Project Tasks</b>	
<b>Q1</b>	<ul style="list-style-type: none"> <li>• Assisted departments with page building</li> <li>• Attempted launch of new site</li> <li>• Continued meeting series with site editors and content owners as a forum to address questions, issues, and updates</li> <li>• Completed content workshop with DES</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>• Started content workshops with King County Sherriff's Office (KCSO) and KCIT</li> <li>• Continued page building assistance to departments</li> <li>• Attempted second launch of website</li> </ul>

Table 1. Project Timeline

Timeframe	Key Project Tasks
	<ul style="list-style-type: none"> <li>• Rolled back to previous version of website</li> <li>• Continued meeting series with site editors and content owners as a forum to address questions, issues, and updates</li> </ul>
Q3	<ul style="list-style-type: none"> <li>• Completed content workshops with KCIT and KCSO</li> <li>• Continued meeting series with site editors and content owners as a forum to address questions, issues, and updates</li> <li>• Launched the site successfully</li> </ul>
Q4	<ul style="list-style-type: none"> <li>• Continued page building assistance to departments</li> <li>• Conducted project closeout activities</li> </ul>

**A List of Activities Completed and Remaining to be Done by KCIT and County Departments**

This information is provided in Tables 2 and 3, below. Table 2 provides a list of activities completed by KCIT and departments. It includes information on activities from table 1 above. These activities were completed between 2019-2023. Table 3 lists activities remaining to be done. As noted above, these activities are summarized and do not denote the detailed the significant level of KCIT staff work and activities underpinning the project.

Table 2. Activities Completed 2019-2023

Activity	Responsibility
Installed new platform that replaced outdated infrastructure with new technology	KCIT
Established new website design for organization of content and alignment with business and site visitor needs	KCIT and departments
Created <a href="#">style guides</a> to establish a unified site design <sup>7</sup>	KCIT
Created a system to house existing pages after transition to new platform	KCIT
Partnered with departmental and agency to reorganize content and establish shared page design components	KCIT and departments
Established a communications hub to share information about updates to the platform with site editors and content owners	KCIT
Launched new site with ADA-compliant components and ability to translate the site into languages other than English	KCIT
Trained departmental and agency site editors on how to create and manage their web content in the new system	KCIT and departments

Table 3. Activities Remaining

Timeframe	Activity	Responsibility
Q2 – Q4 2024	Building out of platform and customization	KCIT
Q3 2024	Continued validation and testing of platform	KCIT
Q2 2024	Testing and design validation by users	KCIT
Q4 2024	Complete website content buildout	Departments

<sup>7</sup> [\[LINK\]](#) to Style Guide site

## Major Milestones for Activities to be Completed Including Estimated Date of Completion

Table 4 below provides data on milestones for project activities. The activities are shown in table 3 above. The identified estimated date of completion is dependent on workload and the projected availability of KCIT and agency staff to complete the activities. The actual date of completion will be impacted by KCIT and departmental staffing and workload demands.

The activities and milestones in table 4 reflect work directly linked to implementing the Sitecore platform for kingcounty.gov. Specific tasks associated with applications that may be accessed through kingcounty.gov are not addressed in this report.

Table 4. Major Milestones and Estimated Date of Completion

Milestone	Estimated date of completion	Notes
<b>Platform buildout and customization</b>		
Replace the user site search tool	Q2 2024	The current search product vendor has moved away from website content search, so the County needs to replace it
Complete remaining site templates: <ul style="list-style-type: none"> <li>• Editorial index</li> <li>• Category index</li> <li>• Sub-category index</li> <li>• Task index</li> <li>• Topic index</li> </ul>	Q2 2024	This is a software development task supporting site customization and layout
Upgrade Sitecore internal indexing tool	Q2 2024	The default Sitecore indexing solution has performance issues when re-publishing the entire site; this upgrade will mitigate public-facing performance impacts
Design and build a component that sorts and filters long lists of content on a page (calendar entries, lists, etc.)	Q2 2024	This is a department requirement that will require a substantial development effort to implement
Provide a standardized way to collect, validate and process input from a site visitor (form data) on web pages	Q4 2024	This is a department requirement that will require a substantial development effort to implement
Determine long-term strategy for kingcounty.gov translation approach	TBD	This work involves collaboration across multiple King County departments; establishing timeline needs departmental input
<b>Platform validation and testing</b>		
Build out a full-scale testing environment	Q3 2024	The test environment needs to perform like the production environment, which allows for full testing that does not impact the public experience
Develop automated baseline performance testing solution	Q3 2024	Implementing an automated solution that performs a complete performance test after

Milestone	Estimated date of completion	Notes
<b>Platform buildout and customization</b>		
		every change to the web site increases system reliability and predictability
<b>User testing and design validation</b>		
Establish user testing program that provides ongoing evaluation of the site	Q2 2024	Timeline assumes no procurement process is required for user testing platform
<b>Complete website content buildout</b>		
Complete website content buildout	Q4 2024	This body of work is owned by departments and agencies, with KCIT supporting the agency webmasters

**Total Amount That Has Been Spent on the Project – Capital, Operating, and In-Kind Expenditures**

Table 5 below provides the total amount spent on the project.

Table 5.

	Inception-to-Date Budget	Actuals through 12/31/2023	Total Spend
<b>Capital</b>			
1. KCIT & BRC Labor	\$1,901,851	\$3,247,687	\$3,247,687
2. Agency (TLT) Labor*	\$3,190,002	\$2,235,463	\$2,235,463
3. Consulting Services	\$3,945,627	\$3,630,658	\$3,630,658
4. Software/Hardware	\$234,484	\$312,529	\$312,529
5. Other Costs	\$339,000	\$87,957	\$87,957
6. Contingency	\$480,413	-	-
<b>Total Capital</b>	<b>\$10,091,377</b>	<b>\$9,514,294</b>	<b>\$9,514,294</b>
<b>In Kind (Operating Contribution)</b>			
KCIT Labor	\$5,472,481	\$5,470,881	\$5,470,881
<b>Total In Kind (Operating Contribution)</b>	<b>\$5,472,481</b>	<b>\$5,470,881</b>	<b>\$5,470,881</b>
*Includes work done by consultants for agencies			

**Conclusion**

KCIT continues to work closely with departments and agencies to utilize Sitecore 10. Because of the volume of data and the need to maintain historical information, this work is ongoing. Completion of work is impacted by KCIT and departmental staffing and workload demands. This also recognizes variability among individual departments’ technological readiness.

KCIT was recently notified by Sitecore that it is planning to restructure its platform technology and will no longer support the current version of Sitecore as of 2027. As part of the County’s response to this

information, KCIT will undertake an evaluation of the product to help determine if a new web platform product is necessary to meet the information and technology needs of King County.

KCIT is currently also working to respond to Part 2 of the Proviso included in Ordinance 19712, which is due to the Council on August 1, including process to determine user satisfaction with the upgraded website, including internal county users of the website as well as the public, which should be complete no later than June 1.

## **Appendices**

**Appendix A BMC/TMB Materials**

**Appendix B PRB Materials**

**Appendix C Initial Project Charter**

**Appendix D Updated Project Charter**

# KingCounty.gov Refresh

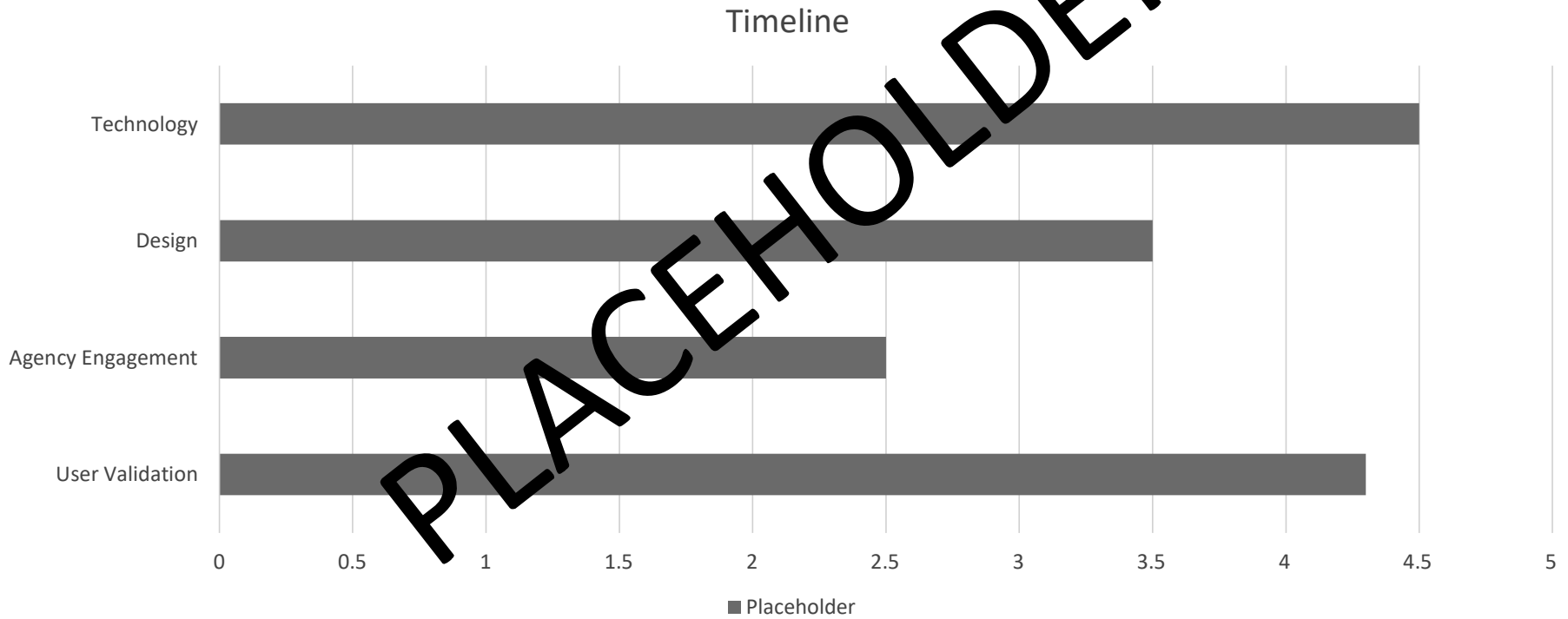
BMC / TMB Status Update and Customer Needs Workshop



# Project Progress

- Steering Committee established
- Equity Impact Review is in progress
- Technical leads from KC groups identified

# High Level Timeline



## KCIT will be ...

... working with your technical leads and your content owners to identify the most engaging and essential content, and reducing the overall site size and simplifying the structure.

... basing content decisions on site visitors needs and behaviors (analytics data and user panels that represent the communities we serve).

... testing prototypes of the site before we go live.

### **Full Room Work:**

1. Who is the primary audience for your site?

### **Table Work:**

Work with others from your organization to answer the following 3 questions:

1. *What types of information are important to the users of your site?*
2. *What are their most important tasks when engaging with your department?*
3. *What are the unique offerings/services/ information that ONLY your group at King County can provide to your audience(s) today?*

Tables report out on questions 1 - 3.

Work with everyone at your table to answer this question:

4. *What are the unique offerings/services/ information that ONLY King County could provide to your audience(s) in 5 years time?*

Full group report out on question 4.

# Preliminary Page Design Explorations



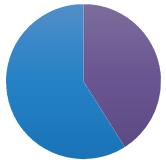
# KingCounty.gov

## Website Refresh

Thursday, June 7<sup>th</sup> 2018

# Current state

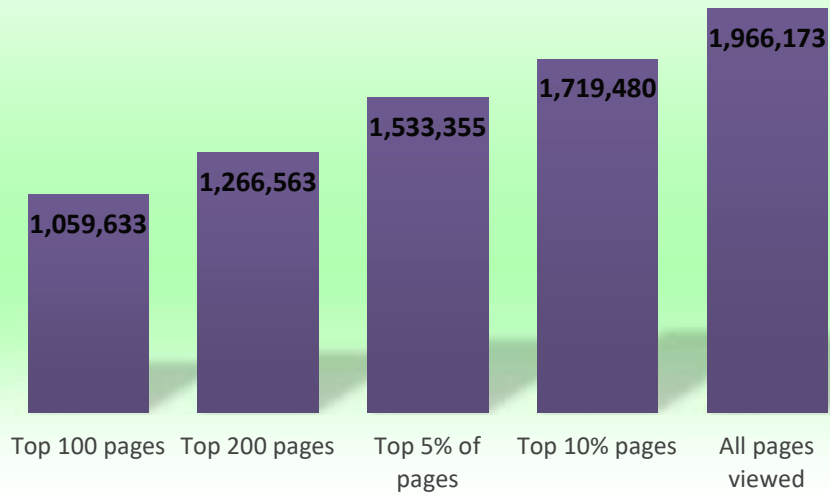
What we've observed



■ Mobile ■ Desktop

29  
million  
visits  
+2 million visits a  
month

87% of the pages viewed comes from 10%  
of the site



19,000+  
Live pages



# Future State

## Features

- Languages beyond U.S. English
- ADA Compliance improvements
- Interactive mapping and use of geo-data for location-specific information
- Personalization for return visitors
- Intranet capabilities
- Enhanced Storytelling and story maps for editorial content





# Future State

## Experience Improvements

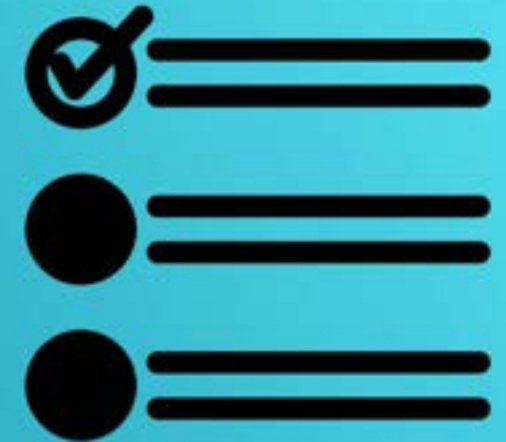
- Creation of intentional pathways for key tasks that visitors want and need
- Primary focus on visitors needs for information and services provided by King County
- Content reduction (elimination of pages, reduced word-count, consolidation)
- Refreshed design that includes modern styles and designs



# Future state

## Technology Modernization

- Location-based experiences
- Interactive chat
- Voice activation
- Modern product stack, based on King County standards
- Incorporation of ESRI (maps/geo-spatial capabilities)
- Modern/current forms, search, analytics, indexing



Thank you

Questions?



# BUSINESS MANAGEMENT COUNCIL

May 26, 2020



#BMCKCGOV



# **CIO REMARKS**

Tanya Hannah

# TAKEAWAYS ON PANDEMIC RESPONSE



telework policies

tech capabilities

O365  
skype  
VPN



cyber threats

MFA  
pass reset  
patches



tech is essential

business enablers  
nimble  
problem solving  
essential



on line services

need to expand



government/private  
partnerships

contact tracing  
telehealth

Connected Communities. Connected Data. Connected Government.



## STRATEGIC INFORMATION TECHNOLOGY PLAN

2020 - 2023



### VISION:

Making King County a welcoming community where every person can thrive.

**CONNECTED COMMUNITIES.**  
**CONNECTED DATA.**  
**CONNECTED GOVERNMENT.**

#### CONNECTED COMMUNITIES

Use King County Connect Marketplace to increase engagement points available to all for constituent interactions and requests, to request and receive services, and to interact in native language for government services and information

Promote and expand government innovation by using cloud, data and automation to deliver government services remotely (at home, through public/private partnerships, or at alternate locations using Kiosks) reducing the transportation required by individuals to access government services

Use broadband access study to expand digital equity for underserved and underserved communities through public and private partnerships and utilization of government assets

Support non-profits by providing technical assistance through volunteer opportunities for technology teams, on-the-job training for non-profit work programs, or additional technical services

Expand use of technology to ensure services are delivered and optimized for mobile devices

#### CONNECTED DATA

Safeguard data entrusted to the County by community members, manage risk and compliance per regulatory frameworks, and ensure modern approaches to cybersecurity, risk management and compliance practices

Use data to ensure access to services and information, regardless of where the engagement occurs, are timely, relevant and delivered upstream where the needs are greatest and provide for successful outcomes

Support and expand transparency of performance of King County government through performance metrics, dashboards and open data

Modernize approach to risk management for technology including scenario and threat planning, strategic responses for operational and financial management of risks, and ethical considerations to emerging technologies

Support regional transportation mobility innovation for first or last mile connections and proactively implement intelligent mobility solutions that reduce the County's carbon footprint

#### CONNECTED GOVERNMENT

Implement process automation to eliminate or reduce paper consumption, storage, and warehouse costs for paper intensive processes, leading to a potential reduction of millions of pages of paper annually, saving trees, and reducing water consumption

Implement modern workplace that promotes collaboration and utilizes technology like digital assistants and virtual / augmented reality technology to allow employees to focus on delivering services and improve user experiences

Implement shared services to create synergies and gain efficiencies and effectiveness across the King County enterprise improving fiscal stewardship of public resources

Create technology talent pipeline externally with communities by providing technology assistance to educational institutions or non-profit programs, or internally through employee development opportunities to include modern learning platforms and skills development through vendor partnerships.

Build or expand cross-jurisdictional partnerships to provide seamless government delivery of services that support regional collaboration and solutions

CONNECTED  
COMMUNITY

CONNECTED  
DATA

CONNECTED  
GOVERNMENT

## KING COUNTY CONNECT MARKETPLACE



# Kc.gov refresh

supports the strategies



# **KINGCOUNTY.GOV REFRESH**

Presented by Pam Shales

# AGENDA

- State of Current Web Site
- Minimal Viable Product (MVP)/Pilot Demo
- Timeline
- Department/Agency Content Clean up Approach

# CURRENT HOMEPAGE

Many King County facilities are closed to the public. Learn how to access services remotely or while practicing social distancing guidelines. >



Search Kingcounty.gov

Home How do I... Services About King County Departments



All residents should **stay home** and avoid non-essential contact until May 31, 2020. When you must go out, limit your trips and stay six feet apart from others.

Washington State is following a **phased reopening** to resume business, recreational and social activities.

Learn how to **access King County services** remotely or while practicing social distancing guidelines.

Find out more about **COVID-19** and our ongoing response.

## How do I...

Plan a bus trip

Get a job at King County

Report a road maintenance issue

eFile Superior Court documents

Pay my property taxes



Wearing face coverings in public settings

## Taking a bus?

All schedules

Enter a route # or location...

Plan a trip Route maps Alerts

Dow Constantine  
County Executive



County Council



Information for...

Do more online

Get help

Español



# Discover King County Parks

King County Parks' mission is to steward, enhance and acquire parks to inspire healthy communities.

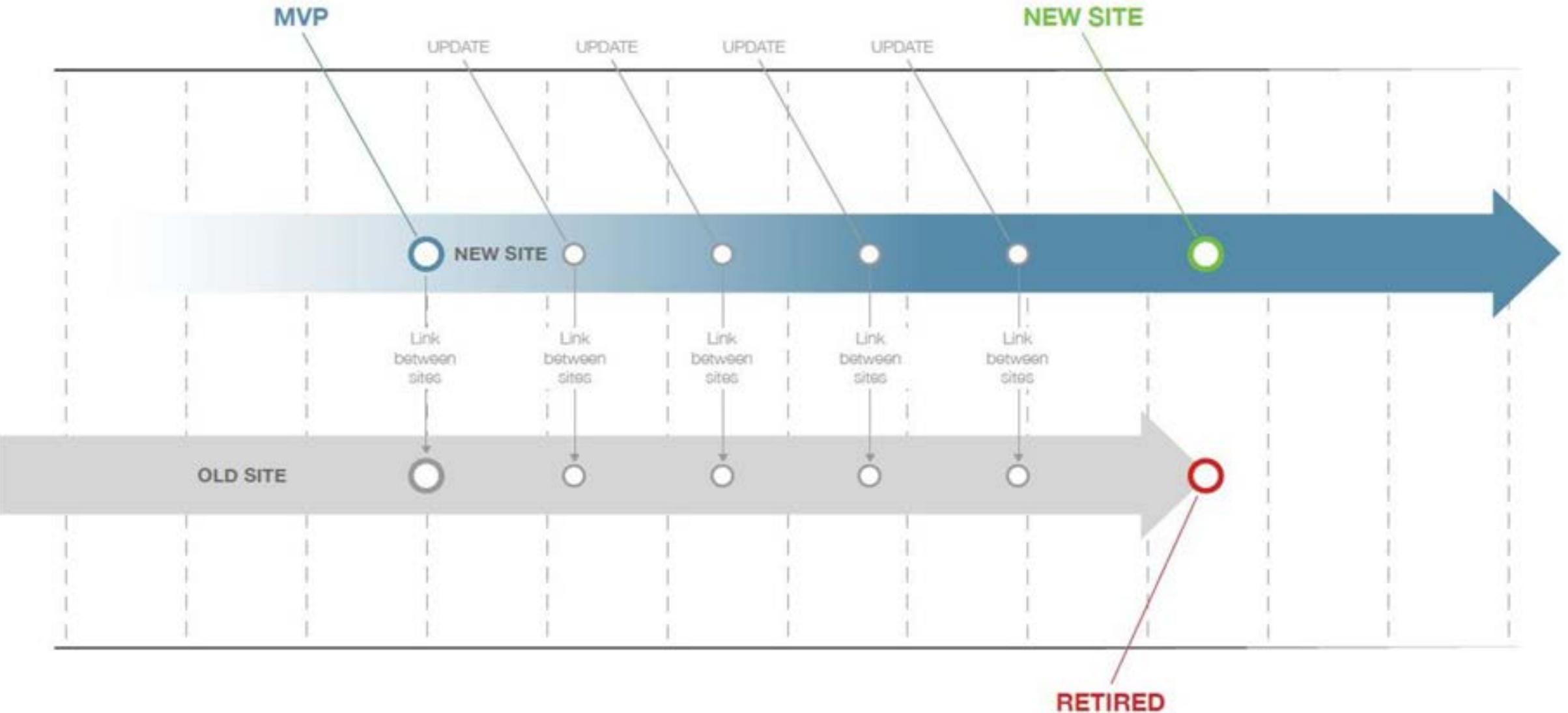
GET STARTED

[FAQ: Coronavirus in King County](#)

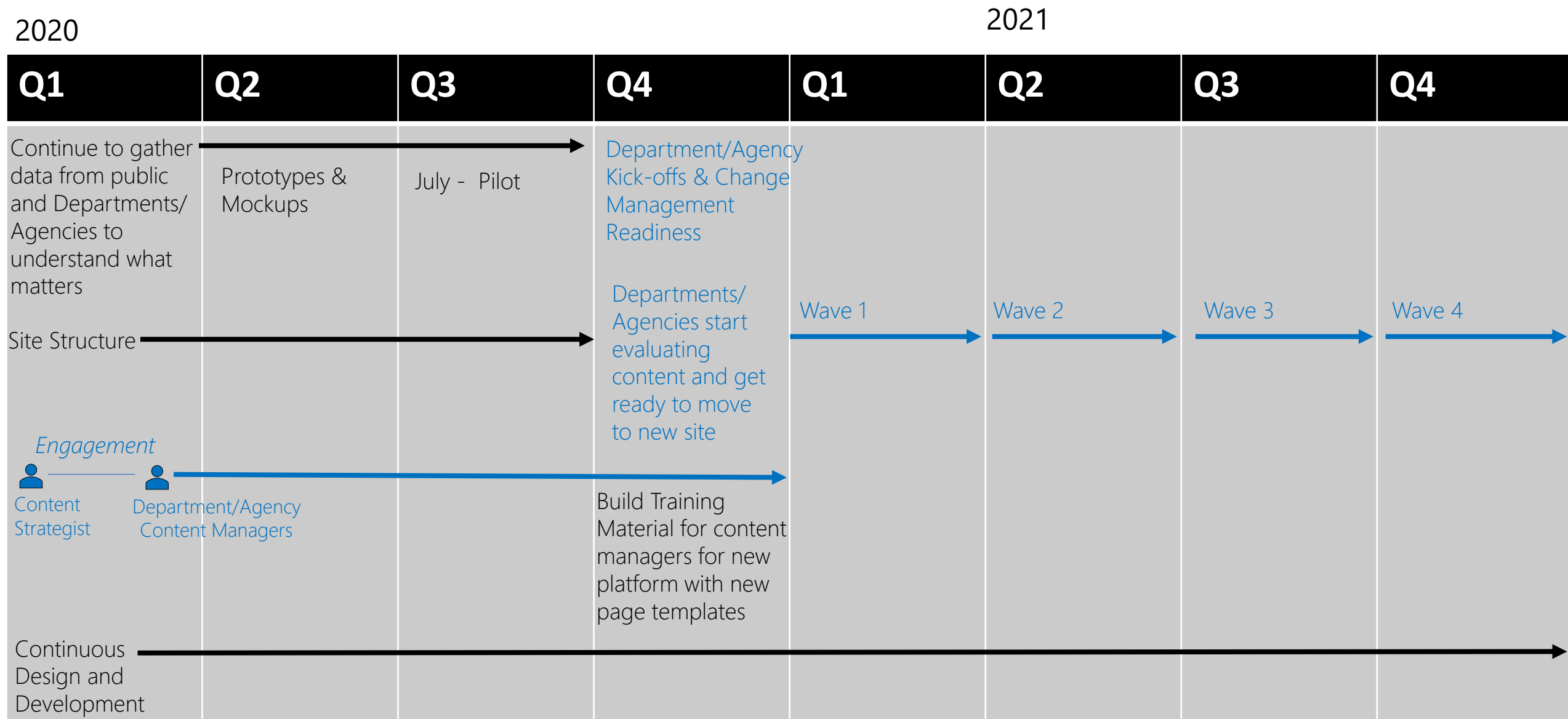
On the afternoon of January 31, 2020, the U.S. federal government declared the situation with novel coronavirus to be a Public Health Emergency, including updated travel and quarantine measures. We are working to get more details on this new federal action and will update this site as more information is available.

[VIEW ALL](#)

# TRANSITION FROM CURRENT TO NEW

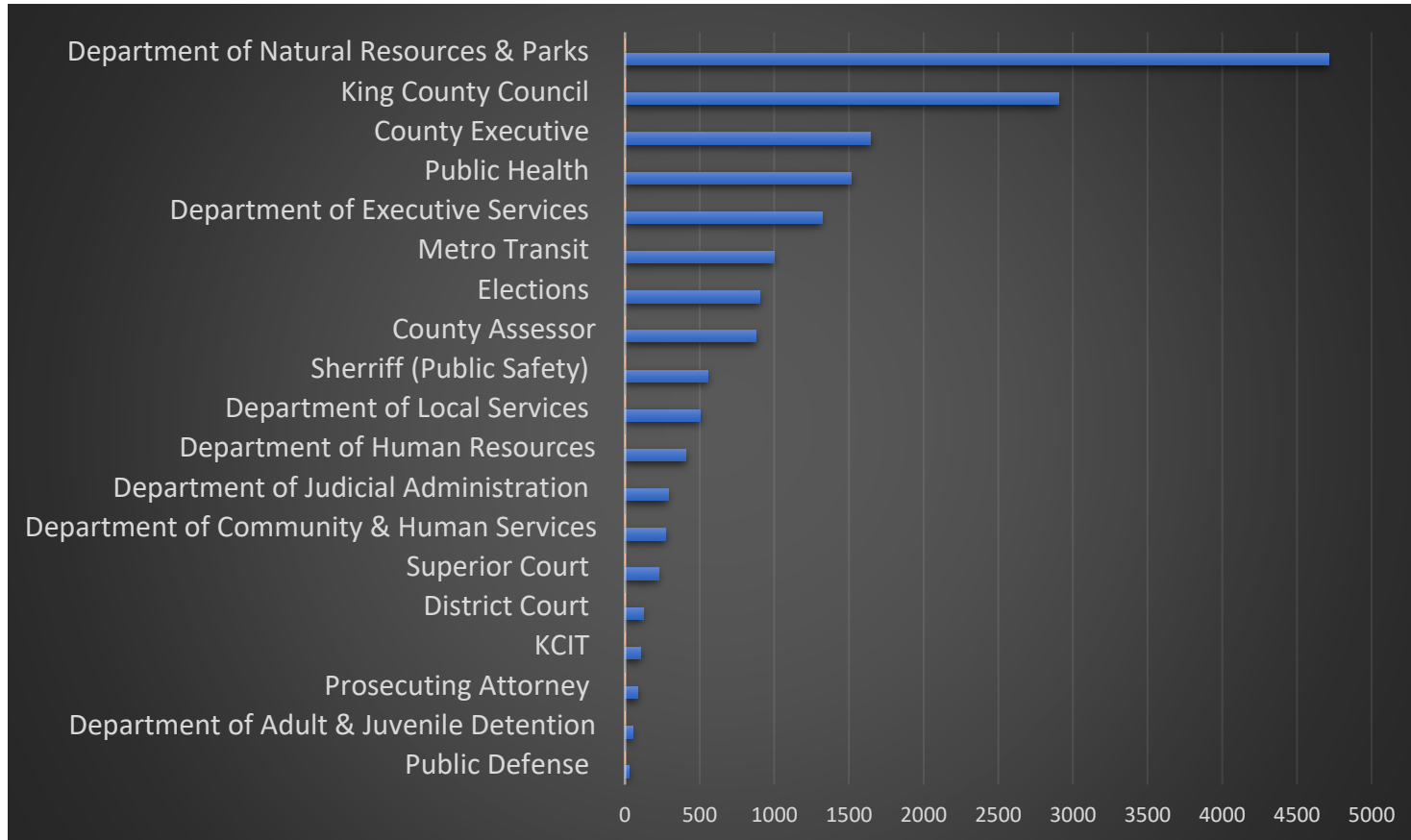


# TIMELINE



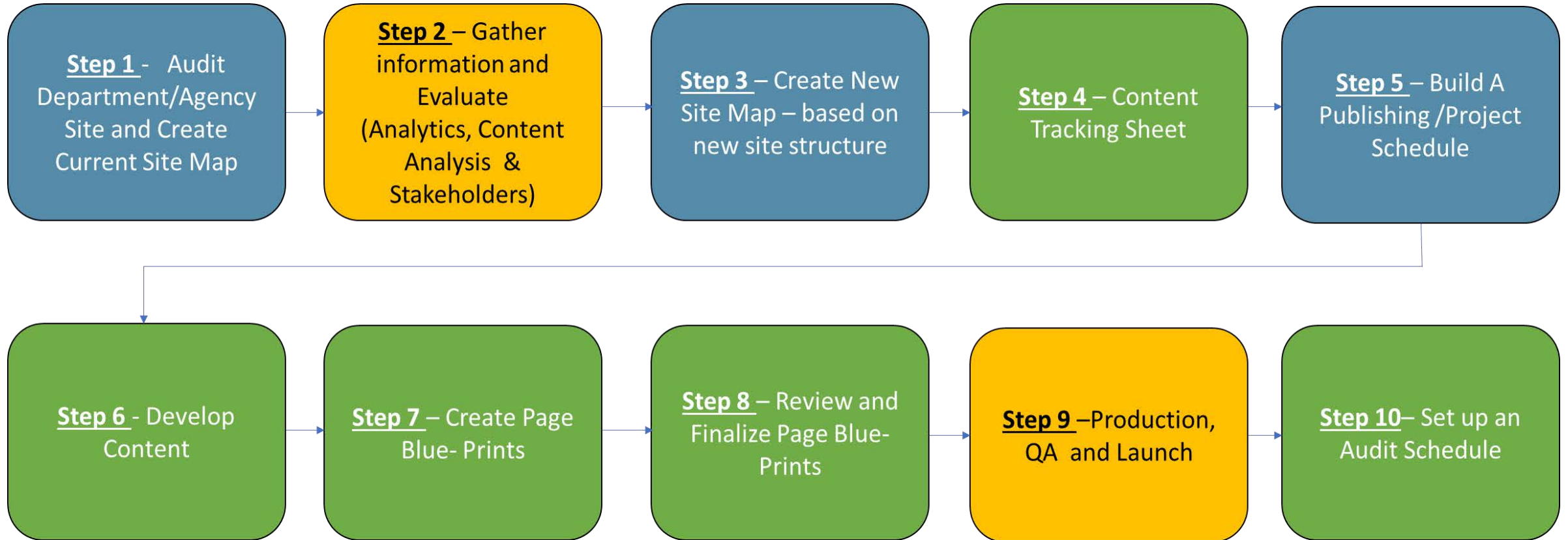
Department/Agency engagement in blue




# BREAKDOWN OF WEB PAGES



- The following Departments/Agencies make up 75% of the current website:
  1. Department of Natural Resources & Parks
  2. King County Council
  3. County Executive
  4. Public Health
  5. Department of Executive Services
  6. Metro Transit
- **11 out of 19** Departments/Agencies have **less than 600 web pages**
- **6 out of 19** Departments/Agencies have **over 1000 web pages**

# CONTENT CLEANUP APPROACH



-  KCIT owns process
-  Department/Agency owns process with KCIT guidance
-  KCIT and Department/Agency jointly owns process



# CONTENT SUPPORT

## Basic, no cost to Departments/Agencies (All Departments/Agencies will receive this support from KCIT)

- Walkthru of new Information Architecture/Structure and Navigation
- Site Audit partnership with Department/Agency & KC.gov Refresh Team
- Analytics and Dashboards (Siteimprove and Google Analytics)
- New Site Map of Department/Agency
- Training of Sitecore 9.2
- Department Homepage/Landing Page
- Content Strategy Kit

## Additional Support/Costs beyond Basic

- Content Development
- Front-End Development
- Web Publisher Support
- Translation Costs (6 languages) – All Department/Agencies will be required to have their pages translated in the following languages: Spanish, Chinese, Vietnamese, Korean, Russian and Ukrainian



**Q&A**



# GOING FORWARD

1

ACTION ITEMS  
FROM TODAY'S  
MEETING

2

RECOMMENDATIONS  
FOR FUTURE TMB  
MEETING TOPICS



**CLOSING  
REMARKS**

# **APPENDIX**

# CONTENT CLEANUP STEPS

- KCIT owns process
- Department/Agency owns process with KCIT guidance
- KCIT and Department/Agency jointly owns process

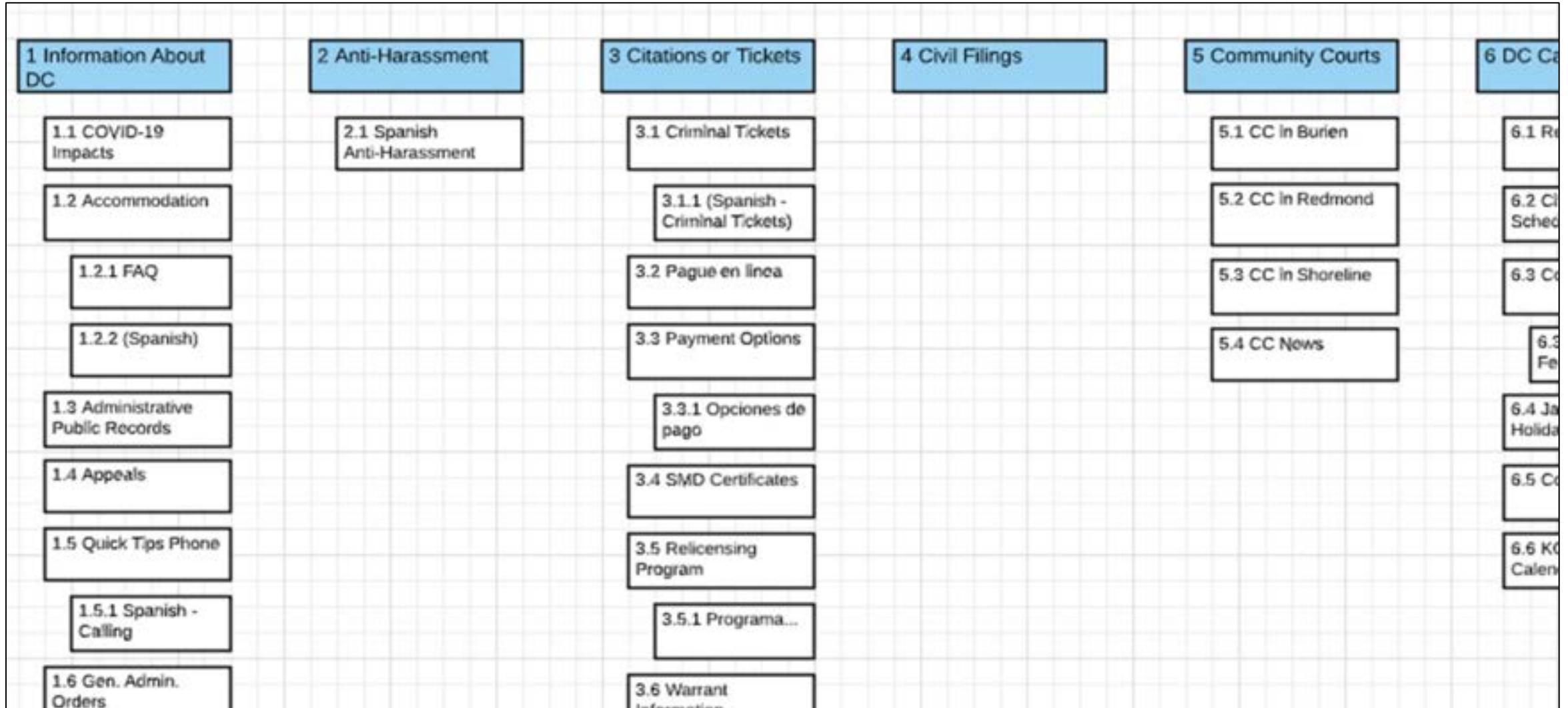
<b>Step 1:</b> Audit Department/Agency Site and Create Current Site Map	Create a current sitemap and spreadsheet that map to each other and account for all pages on each site.
<b>Step 2:</b> Gather information and Evaluate (Analytics, ROT Analysis & Stakeholders)	<ul style="list-style-type: none"> <li>• Evaluate each page on determined criteria, such as:             <ul style="list-style-type: none"> <li>○ Visits/views (analytics)</li> <li>○ Redundant or Outdated or Trivial</li> <li>○ SiteImprove content grade/notes</li> </ul> </li> <li>• Document stakeholders and subject-matter experts</li> <li>• Recommendations: decide which pages can be eliminated, combined with others, or restructured</li> </ul>
<b>Step 3:</b> Create New Site Map – based on new IA	Create new department site maps to better support findability, cohesion, and eventual growth
<b>Step 4:</b> Content Tracking Sheet	<ul style="list-style-type: none"> <li>• List tasks to support and track work as it is done</li> <li>• Include all steps including page creation and publish</li> <li>• Check in to SharePoint so that people working on the site can check it out and track their work</li> </ul>
<b>Step 5:</b> Build A Publishing /Project Schedule	Working back from the determined go-live date, build a schedule for writing, revisions, reviews, production, and QA <ul style="list-style-type: none"> <li>• Estimate time for tasks and build budgets</li> <li>• Make the schedule rolling</li> <li>• Bundle sections (people can work on different sections at the same time)</li> <li>• Set deadlines for phases</li> </ul>

# CONTENT CLEANUP STEPS CONT.

- KCIT owns process
- Department/Agency owns process with KCIT guidance
- KCIT and Department/Agency jointly owns process

<b>Step 6: Develop Content</b>	<p>Using the page and content templates that were designed, determine the layout for each page, as well as the content designs</p> <ul style="list-style-type: none"> <li>• Write new page or content</li> <li>• Revise/redesign page content</li> <li>• Edit page content, or</li> <li>• Migrate page content in new designs</li> </ul>
<b>Step 7: Create Page Blueprints</b>	<p>Each blueprint can be edited, reviewed, approved, finalized, and handed off to production with all of the information needed to create a page</p>
<b>Step 8: Review &amp; Finalize Blueprints</b>	<ul style="list-style-type: none"> <li>• All content changes are finalized in the blueprint.</li> <li>• Content reviews post-production are for only for catching errors</li> </ul>
<b>Step 9: Production, QA and Launch</b>	<p>QA each section after it is built:</p> <ul style="list-style-type: none"> <li>• Set up review schedule</li> <li>• Check each item on the blueprint against the page</li> <li>• Submit errors/changes to production</li> <li>• Test all links on the site (where content is finished) and external links</li> <li>• Conduct second/final review and sign off</li> </ul>
<b>Step 10: Set up audit schedule</b>	<ul style="list-style-type: none"> <li>• Evaluate sections and pages with departments to determine how often and when they will be reviewed for accuracy and desired revisions</li> <li>• Set up a calendar and include stakeholders' names</li> </ul>

# CURRENT SITE MAP – STEP 1





# CONTENT AUDIT SHEET – STEP 2

PAGE	VIEWS (1 yr)	UNIQUE VIEWS	AVG TIME	ENTRANCES	BOUNCE %	EXIT %	STAKEHOLDER	SMEs	URL
HOME King County District Court	195,672	140,930	0:00:37	74,115	24.06%	22.22%			/courts/dist
1 Information about King County District Court	6,844	5,463	5:00:37	788	42.59%	17.81%			/courts/dist
1.1 COVID-19 Impacts to King County District Court									/courts/dist
1.2 Request for Reasonable Accommodation for Persons with Disabilities	325	266	0:00:33	61	63.93%	23.69%			/courts/dist
1.2.1 Frequently Asked Questions	35	33	0:00:55	3	66.67%	20.00%			/courts/dist
1.2.2 Spanish - Accommodations									/courts/dist
1.3 Administrative Public Records	890	664	6:00:37	127	73.44%	40.11%			/courts/dist
1.4 Appeals	1,351	1,108	21:00:37	645	62.69%	42.64%			/courts/dist
1.5 Quick Tips for Navigating Phone Tree (Calling District Court)	494	406	0:01:31	17	76.47%	25.71%			/courts/dist
1.5.1 Spanish - Calling District Court	14	13	0:01:40	0	0.00%	7.14%			/district-cou
1.6 General Administrative Orders	605	337	0:01:49	111	36.28%	21.49%			/courts/dist
1.7 Interpreter Information & Application	1,276	992	0:00:37	825	71.76%	68.18%			/courts/dist
1.8 Links to Other Agencies and Other Information	101	81	0:01:17	2	50.00%	23.76%			/Sites/court
1.9 About District Court (Spanish)	90	70	0:02:11	42	54.76%	42.22%			/courts/dist
2 Anti-Harassment Information	21,029	14,525	11:00:37	12,188	66.41%	59.85%			/courts/dist
2.1 Spanish Anti-Harassment	76	62	0:03:37	24	70.83%	40.79%			/courts/dist
3 Citations or Tickets	140,395	110,494	1:00:37	86,743	69.70%	58.12%			/courts/dist
3.1 Criminal Tickets	5,340	3,924	7:00:37	254	60.16%	19.72%			/courts/dist
3.1.1 Spanish - Criminal Tickets	19	15	0:00:39	2	0.00%	5.26%			/courts/dist
3.x Online Mitigation (link to other site)									
3.2 Pague en linea	1,311	830	22:00:37	49	58.00%	28.15%			/courts/dist
3.3 Payment Options	65,172	54,428	2:00:37	13,645	51.97%	56.78%			/courts/dist
3.3.1 Opciones de pago	1,360	1,009	20:00:37	608	56.58%	38.09%			/courts/dist
3.4 SMDCertificates									/courts/dist
3.5 Delinquency Program	40,571	30,704	22:00:37	6,554	76.07%	62.44%			/courts/dist

# CREATE PAGE BLUE-PRINT- STEP 7&8

<b>WEB CONTENT DOCUMENT KEY</b>	District Court	<b>Last Saved:</b> 3/31/2020 3:08:00 PM
Page Number	5.3	
Page Title	Community Court in Shoreline	
Layout	Informational page	
Section Number	5	
Section Name	Community Court	
Content Source		
Stakeholders/SME		
Content strategist		
Reg requirements?		
Notes/Questions		
Art:	[Click here and type <b>Art/Graphic Notes</b> for the page, include filenames as applicable]	
<b>Quick Instructions:</b>		
<b>Text:</b>	To replace the placeholders with your actual content, either delete the placeholders, paste in content, then apply the appropriate styles – or – type over the placeholders (e.g., double-click "Heading 1, Page Title" and type the page title) to ensure that the text is in the correct style. Delete any leftover placeholder text.	
<b>Links:</b>	Underline linking text and follow with a link in brackets: <u>Read More</u> . [3.2 Personal Banking]	
Callout Text	List callout types here. Place under body content or if they are used on several pages, refer to the callout blueprint.	
<u>Metadescription</u>		
Keywords/search		

## Community Court in Shoreline

*[Click here and type Tagline (tl)]*

Highlight this area and replace with Body text (b). Content for the home page and section intro pages should fit on one screen (fewer than 150 words) and should have a marketing tone.

**[Click here and type Heading 2 (h2)]**



Project Summary	
<b>Agency:</b>	KCIT
<b>Sponsor:</b>	<b>Tanya Hannah</b>
<b>Project #:</b>	1134308
<b>Project Name:</b>	KC.Gov Web Presence
<b>Project Manager:</b>	James O'Neal/Shiuli Saha
<b>Funding Release Request #:</b>	1
<b>For Phases:</b>	Planning, Preliminary Design, Final Design, Implementation
<b>Final Planned Release (Y/N):</b>	N

Funding Type:	Amount Requested for Release:	Funds Remaining After This Release:
<b>Capital</b>	\$ 1,346,326	\$ 0
<b>Grant</b>	\$ 0	\$ 0
<b>Operating</b>	\$ 0	\$ 0
<b>TOTAL:</b>	<b>\$ 1,346,326</b>	<b>\$ 0</b>
<b>Contingency</b>	\$ 224,388	\$ 0

**Project Scope:** King County Information Technology (KCIT) Kingcounty.gov Web Presence project will upgrade the obsolete version of the SiteCore platform used by the County for managing content on its kingcounty.gov website. The platform is used by over 200 county staff to create and manage webpages on the County website. Archiving and content cleanup are outside of the project scope. The project scope and duration are only for the upgrade, which will enable future content cleanup and archiving activities.

## ▼ HEALTH

▼ **Benefits - PSB Assessment:** The primary benefit category for this project is Category 3 "Maintaining service levels by replacing or upgrading older technology."

The project will also improve operational efficiency and external/public services. Specific benefits and measures include:

- People with disabilities will be able to consume and navigate KC.gov with access to more content and improved results from assistive technologies than is available today.
  - Measure: Reduction of pages with issues found as well as reduction of the issues
- Most content in KC.gov will be in compliance with ADA requirements.
  - Measure: Significant reduction of pages with ADA compliance issues.
- Reduced time on break-fixes that need to be run outside of the business hours in order to keep the platform running
  - Measure: Staff hours per quarter spent on break-fixes
- Users will be able to find information more easily, spending less time looking for it.
  - Measure: Reduction in the number of web pages published.

● **Recent Scope Changes:** The project is reporting Green for Scope. There are no scope changes identified by the project.

▼ **Schedule:** As per PPM Pro

Initial Schedule	Current Schedule	Baseline Schedule	Number of Rebaselines
2/11/2019 – 7/1/2021	2/11/2019 – 7/1/2021	N/A	N/A

The project is currently in Planning Phase. Project is reporting Yellow due to the following reasons:

- Crucial resource left the County at the beginning of the project

Legend:

● = No Current Concerns    ▼ = Attention Needed    ● = Corrective Action Needed    □ = N/A or Not Available

- Delay in groomed backlog, or full list of high level requirements
- Delay in getting alignment in MVP scope and definition and signoff from leadership
- Delay in delivery of High-level requirements/backlog/deliverables
- Time needed to hire project key roles: UX/Design Lead, Content Manager, and additional delivery team members
- Key resources were allocated to other projects
- Delay in contract negotiations with Avanade to acquire Sitecore developers

 **Budget - PSB Assessment:** The project received \$1,346,326 in the 2019-2020 biennium.

Life-to Date Expenditures are as of January 30, 2020.

Budget	Life-to-Date Budget	Released Funds	Life-to-Date Expenditures	% Budget Expended	Unexpended Released Funds	Funds Available for Release
Capital	\$1,346,326	\$ 0	\$ 597,817	44%	(\$ 597,817)	\$1,346,326
Operating	\$0	\$ 0	\$0	0%	\$0	\$0
Grant						
<b>Total</b>	<b>\$1,346,326</b>	<b>\$0</b>	<b>\$ 597,817</b>	<b>44%</b>	<b>(\$ 597,817)</b>	<b>\$1,346,326</b>
Contingency	\$224,388	\$ 0				\$224,388

The project is reporting Yellow for budget. Contributing factors identified by the project include high than expected costs for vendor resources for the Sitecore platform and delay in schedule and MVP vision and requirements.

The project is out of compliance with PRB guideline by overspending PRB allowed expenditures prior to the first funding release request. This has been discussed with the PM and sponsor several times over last several months and escalated to the CIO.

The project is making a request for additional funds in the 2021-2022 3<sup>rd</sup> omnibus. The amount of the request is still TBD and expected to be provided on March 6, 2020.

## PROGRESS (Deliverables from Previous Funding Release)

Deliverables from Previous Funding Release	Number of Planned	Number of Completed
	N/A	N/A

This is the first funding release. The project has completed initiation tasks: steering committee, project charter, project plan communications plan, signing of first MVP scope, data analysis of CRM, Traffic, search data, voice of the customer surveys, preliminary visual designs, set up of technical environment and infrastructure.

## READINESS (Plans Supporting this Funding Release)

MS Project Schedule for This Funding Release:	Assessment:

Legend:

 = No Current Concerns     = Attention Needed     = Corrective Action Needed     = N/A or Not Available

<input type="checkbox"/> Named resources <input type="checkbox"/> Resources not over-allocated <input type="checkbox"/> Task durations within 5-10 days <input checked="" type="checkbox"/> Task completion indicated <input type="checkbox"/> Predecessor relationships established	<ul style="list-style-type: none"> <li>• The project manager provided an MS Project file from 2/18/2019 – 7/30/2021</li> <li>• Sprints are defined by schedule.</li> <li>• Access to ADO was provided to PRB staff. Per the scrum master, sprints started in Feb 2020 and nine stories have been delivered. Prior to Feb 2020, there is no documentation in ADO of work items that have been delivered.</li> <li>• Per the scrum master, the product backlog is still being reorganized by product owner.</li> <li>• No assigned resources in project plan. The project manager has provided a list of scrum team members.</li> <li>• The project manager has provided a high level roadmap which indicates an MVP delivery in July 2020, followed by Waves each quarter through 2021 for departments to move to new website. Department order not yet defined.</li> </ul>
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## Issues for Board’s Consideration

1. **Over expenditure of funds:** The project has overspent the allowed amount to be spent prior to initial funding release request. This has been raised to sponsor attention.
2. **Open Critical Success Factors status:**
  1. Include approach and design to “Archive/retire/clean up” agency web pages before porting to the new platform in coordination with RALS – Records Management
    - The project does have a draft plan (in progress) and will be working with and providing the agencies a recommended content cleanup and migration plan to the new Sitecore 9.x instance. However, separately a specific plan to direct each department on how they should be cleaning or saving their content will be and should be (as far as I know) up to those departments to comply to the counties standard record retention policies – Target Date Q3 2020
  2. Project Schedule/Duration to include agency migrations
    - At present the current project schedule in PPM Pro, and the one captured in the project SharePoint does not include specific line item activities for each department and when they will migrate. I expect this schedule will be developed out later in the project once the content strategist that’s been hired for the project has been on-boarded. Target Date Q3 2020
  3. Provide to PRB a clear scope statement what the project will provide to agencies and agency migration/clean up schedule and estimated effort
    - A charter was provided and does not indicate the agency migration/clean up schedule. Target Date Q3 2020
3. **Risks/Issues:** The project has provided the risk register. Risks/issues are logged in PPM Pro.
  1. **Avanade Contract - Finalizing contract and resources**
    - **Recovery plan:** Working to secure resources
    - **Target end date:** 2/14/2020
  2. **First Funding Release:** Overexpenditure with no released funds from PRB
    - Recovery Plan:
      - Complete the following activities and tasks:
        - Acquire first MVP scope, dates, and definition (completed 1/10/2020)
        - Acquire minimal backlog or list of project requirements (in progress, ETC 1/24/2020)
        - Finalize spending plan (in progress, ETC 1/27/2020)
        - Align with additional project budget needs with the leadership team (planned, ETC 1/29/2020)
      - Target end date: 1/31/2020
      - PRB staff received the funding release request 2/4/2020, with many open questions regarding what was delivered with money already spent, what is planned to be delivered going forward (product roadmap), status on CSFs, and what is needed from a budget perspective to complete the work.

Legend:

 = No Current Concerns  
  = Attention Needed  
  = Corrective Action Needed  
  = N/A or Not Available

- The project has defined the first MVP scope as:
    - Homepage and navigation organized by topics versus departments
    - Multiple Language Capability
    - Tasks that a King County resident can complete
      - Public Records Request
      - Jury Duty
  - The project has recently started using ADO for tracking backlog items and started sprints as of February 2020.
3. **Multiple Roles:** Product Owner, Business Analyst, Change Management = Same Role; Technical Lead, DevOps, Administration, Back-end development = Same Role
    - Recovery Plan:
      - Request to resource leads for additional resources
    - Target end date: **1/15/2020**
  4. **Multiple Roles:** Technical Lead, Dev Ops, Administration and Back End Development = One Resource
    - Recovery Plan:
      - Chirag Patel from Avanade will play the Tech Lead Role and additional Back-end Developer will be brought in. Still need to finalize Avanade Contract.
    - Target End Date: **1/31/2020**
  5. **Product/Program Road-map, and Backlog Development:** The Projects Backlog and the Request for Proposal (SOW) completion are dependent on the UX/Visual Design/User Research Deliverables
    - Recovery Plan: The first Q2-Q3 MVP (critical path) is in progress. A consultant has been hired to facilitate and acquire the first MVP vision. The first MVP and the UX Deliverables should provide sufficient detail to begin Sprint Planning, Sprinting and then Development. Product Roadmap deliverable is TBD
    - Target end date: **1/31/2020**
  6. **Additional Infrastructure - Application Gateway.** The additional infrastructure requires alignment with IT teams outside of the core delivery team. This potentially extends the completion of the KC.gov infrastructure design an additional 30-60 days to implement.
    - Recovery Plan: Included in ART presentation (pending final approval) and engagement with infrastructure teams has started.
    - Target end date: **2/14/2020**

## Funding Release Request

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### Findings

1. This funding release is for 1,346,326 including all contingency. Need breakout by cost category
  - County staff costs 1,346,326
    - Vendor
    - Staff
    - HW/SW
    - Other
2. The project is planning to request additional appropriation in the 3<sup>rd</sup> omnibus.
3. The project plans to release the MVP in July 2020. The CIO /PSB Director have given permission for the project to spend over current appropriation (1.346M) and true up during the 3<sup>rd</sup> omnibus.

**Staff Recommendation for Board's Action:** TBD, with conditions:

*Approval:* This staff report is being submitted for CIO/PRB review and approval via PPM Pro. The record of PRB/CIO approval can be found in PPM Pro.

Legend:

 = No Current Concerns  
  = Attention Needed  
  = Corrective Action Needed  
  = N/A or Not Available

## Appendix C



**King County**

## **King County IT KC.gov Refresh Project Charter**

**Prepared By: James O'Neal**

**Original Date: 2/21/2019**

**Update: 6/28/2019**

**Version: 1.4**

## Document Revision History

Revision	Revision Date	Author(s)	Brief Description of Change
Draft	2/21/2019	James O'Neal	Initial draft
1.1	4/2/2019	James O'Neal	Updates and addition of scope, dependencies.
1.2	4/23/2019	James O'Neal	Accepted first round review edits and added additional details for clarification.
1.3	5/14/2019	James O'Neal	Accepted second round review inputs
1.4	6/3/2019	James O'Neal	Incorporated additional content related objective line items
1.5	6/28/2019	James O'Neal	Final



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## 1. PROBLEM STATEMENT

King County Information Technology KC.gov Refresh project will upgrade the obsolete version of the Sitecore platform used by the County for managing content on its kingcounty.gov website. The platform is used by 200+ county staff to create and manage webpages on the County website. Although archiving and content cleanup are outside of the project scope, DCE will be working closely with content owners to make recommendations for content restructuring as well as providing a new site architecture and navigation scheme.

## 2. PROJECT OVERVIEW / DEFINITION

KingCounty.gov is our broadest-reaching communications tool for constituents and is an essential service for King County communications. The website is a primary source of information for members of the community, government agencies, King County Employees, and the general public. The website receives traffic of over 14M users constituting more than 89M page views a year. There are over 200 employees that manage content on the site. The current version of the Website Content Management System (WCMS) is obsolete, and is out of support since EOY 2018. Since the current version is out of date, the staff spends significant time on break/fix issues and is not able to work on much needed improvements that have been in a backlog for the past two years. The upgrade will eliminate that unplanned and resource demanding work. Furthermore, we need to prepare for countywide support of ESJ initiatives, including ADA compliance and support for multiple languages. The upgraded system will support these needs.

### Objectives/Outcomes

#### Upgrade Web Content Management System (WCMS) to most current version

- Refine the infrastructure architecture to current best practices
- Deploy using a structure aligned with King County's cloud and related strategies

#### Design Refresh of King County website assets

- Create templates that enable and enforce a common site experience, and allow for site editors to focus on content, eliminating technical barriers, and providing a consistent experience

#### Reduce and Alleviate ADA non-compliance Issues (Benefit, ESJ compliance)

- Reduction of pages with issues found as well as reduction of the types of issues
- Significant reduction of pages with ADA compliance issues

#### Create Gain (Benefit, IT Technology Roadmap Compliance)

Leverage IT platforms and tools as channel to increase the opportunities, convenience, and audience engaging with government:

- Faster / convenient delivery of services to the public
- Improved customer understanding / satisfaction with King County
- Increased equity of participation
- Reduce time spent on maintenance required due to misaligned technology

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- Capturing continuous improvement throughout the system with higher quality, lower risk and better usability
- Faster speed to implement business process changes
- Increased service quality due to increased standardization and reduced downtime
- Reduction in break-fix issues
- Reduction in unplanned and resource demanding work
- Creation of page components that will standardize content presentation with a modern interface, and lessen the need for technical skills for site editors

### **Future Content Rework**

The future system will incorporate environment(s) and processes for staging, approvals, and publishing of new content.

## **3. PROJECT SCOPE**

### **In Scope**

- Upgrade of the Web Content Management System (WCMS) platform Design and Information Architecture refresh of KingCounty.gov site. Improved functionality that will be available and will be incorporated into the new site over-time.
- Creation of page and site components that are ADA-compliant
- Creation of automation Script(s) to support content integration/migration
- Recommendations for Agency content integration/migration
- Redevelopment of the framework that allows for external applications to inherit WCMS / County styles and design
- Compliance to Web Content Accessibility Guidelines (WCAG) 2.1
- ESJ Initiative Compliance
  - Complete Equity Impact Review (EIR)
- Multi-language and multi-domain technical design to allow for support of translated content for languages other than English and support multiple virtual web identities
- Creation of a web governance structure and policies – establish standards for design, content and development that will be distributed to King County agencies and departments.
- New hardware & software
  - New Sitecore Licenses
  - New Infrastructure

### **Out of Scope**

- Wholesale archiving and content rework or cleanup:
  - In depth content rework and archival of all content
  - New development, or reworking of existing applications
  - Selection, procurement and implementation of an archiving system.
  - Development of content (text, image, video etc.) beyond basic architecture and template design.

## **4. APPROACH, ASSUMPTIONS, CONSTRAINTS & DEPENDENCIES, RISKS**

**Approach**

The following strategies and activities will be used to assure successful delivery of the project deliverables

- Utilize the project Steering Committee as points of accountability for key decisions
- Engage the agencies and departments representatives for requirements gathering, to provide input to the content integration planning and prioritization of key agency/department goals. This group would provide feedback only and would not constitute a decision making body
- Integrate and coordinate activities and information with separate projects within KCIT and KCIT-PMO to identify and fulfill cross-dependencies
- Design & Civic Engagement to facilitate countywide level conversations, conduct end-user analysis, and recommend information architecture and visual designs
- Maintain primary focus on critical county strategies and priorities
- Utilization of the KCIT Contract Services Request for Proposal (RFP) procedures

**Assumptions**

- Agencies and Departments will provide a single point of contact to enable efficiency in communications, escalation, and decisions
- Architectural design will utilize Platform as a Service (PaaS)
- Tools, Methods & Framework: Scaled Agile Framework (SAFe) methodology, SCRUM, and Azure DevOps will be utilized to manage and deploy the project

**Constraints & Dependencies**

- Constraint – Departments and Agencies may, or will have resource (assigned web content manager, subject-matter expertise), and schedule (availability) constraints to support content integration
- Dependency – Department and Agencies availability to complete and engage on content integration

**Risks**

- Budget Risk: Contract services estimates not included in original business achievement plan estimates
- Scope Risk: Unidentified needs from Departments and Agencies
- Schedule Risk: Dependencies on Departments and Agencies to complete their content integration as scheduled

**5. CRITICAL SUCCESS FACTORS**

The project will be successful if the following conditions are met:

Metric Description	Target	Minimum Acceptable
Indexes - Reduction in issues, or break-fixes.	From 50 hours per quarter to 5 hours per quarter	5 hours per quarter
Alignment of relevant content into the new site	100%	70%
Reduced number of web	15,000 by 12/31/2019	15,000 pages

pages in KingCounty.gov	10,000 by 12/31/2020	
King County public web site is on a vendor-supported version of the WCMS.	Implementation of the selected WCMS	Implementation of the selected WCMS

The success of this project will depend on critical partnerships, including:

- Leadership support: Executive Office, Cabinet and Ops Cabinet
- Project strategies and key decisions: project Steering Committee
- Consultant selection and engagement: KCIT Procurement
- Stakeholders and clients are engaged throughout the project

## 6. TIMEFRAME FOR COMPLETION AND ESTIMATED RESOURCE REQUIREMENTS

### Major Phases and Deliverables

Phase	Deliverables	Owner	Target Date
Planning	<ul style="list-style-type: none"> <li>• Define Scope &amp; End State.</li> <li>• Identify Stakeholders – Stakeholder register.</li> <li>• Plan and Prepare for Change Engage Resources – Change Management Plan.</li> </ul>	KCIT, Key Stakeholders, Business Sponsors, PM	Q2 2019
Preliminary Design	<ul style="list-style-type: none"> <li>• Requirements and Prioritization – Requirements Analysis.</li> <li>• Analyze Solution Options - Requirements Analysis.</li> <li>• Determine current vs future state - Requirements Analysis.</li> </ul>	KCIT BA, PM	Q1-Q3 2019
Final Design & Procurement	<ul style="list-style-type: none"> <li>• Design user experience, creative and technical solution.</li> <li>• Plan development and implementation.</li> <li>• Select and contract with vendor(s), Request for Proposal (RFP).</li> </ul>	KCIT BA, UX, Tech Lead, PM	Q2-Q3 2019
Development & Implementation	<ul style="list-style-type: none"> <li>• Develop and test solution.</li> <li>• Update or create process and system documentation.</li> <li>• Train and coach impacted groups.</li> <li>• Deploy the solution.</li> </ul>	KCIT, Tech Lead, BA, SQA, PM	Q2-Q3 2019

Phase	Deliverables	Owner	Target Date
Content Integration	<ul style="list-style-type: none"> <li>• Develop rolling content integration plan.</li> <li>•</li> </ul>	KCIT, PM, KC Depts., KC Agencies,	Q3 2019 – Q4 2020
Close	<ul style="list-style-type: none"> <li>• Decommission old system(s).</li> <li>• Monitor or stabilize the solution.</li> <li>• Complete transition to operations.</li> <li>• Reinforce change.</li> </ul>	KCIT, SQA, PM, CM	Q4 2019


**7. COST ESTIMATE AND FUNDING**

Project Cost Estimates	Amount
KCIT Resources	\$503,360
External Resources	\$667,333
Contract Services	TBD
Software	\$57,000
Other resources – External vendors	TBD
<b>Total estimated project costs</b>	<b>\$1,227,693</b>

Approved Project Funding	Amount
<b>Total funding</b>	<b>\$1,346,326</b>


## 8. SPONSOR, STEERING COMMITTEE AND GOVERNANCE

I authorize the initiation of the project based on the information described in this document.

DocuSigned by:  
  
\_\_\_\_\_  
**Pam Shales**  
Design and Civic Engagement Manager, KCIT  
Project Sponsor

7/1/2019  
\_\_\_\_\_  
Date

I authorize the initiation of the project based on the information described in this document.

DocuSigned by:  
  
\_\_\_\_\_  
**Stephen Heard**  
IT Enterprise Manager III, KCIT  
Project Sponsor

7/1/2019  
\_\_\_\_\_  
Date

I authorize the initiation of the project based on the information described in this document.

DocuSigned by:  
  
\_\_\_\_\_  
**Tanya Hannah**  
Chief Information Officer, KCIT  
Business Sponsor

7/1/2019  
\_\_\_\_\_  
Date

## **Appendix A**

### *Roles and Responsibilities*

*(Include all project team members including governance members – both internal and external to King County; assure commitment of time from appropriate manager; communicate roles to team members. Roles and responsibilities can vary from one project to another, however a few examples are provided below. It is up to the author to modify these as appropriate. For more complex projects, consider completing a more detailed roles and responsibilities model. Leverage the RACI Template as a starting point and guide.*

<b>Role</b>	<b>Individual</b>	<b>Responsibilities</b>	<b>Estimated Time Commitment</b>
Business Sponsor / Owner	Tanya Hannah / KCIT CIO	<ul style="list-style-type: none"> <li>• Ultimately responsible for funding and requirement definition.</li> <li>• Considered the KC application/ system owner.</li> </ul>	N/A
Project Sponsor	Pam Shales / D&CE Stephen Heard / KCIT	<ul style="list-style-type: none"> <li>• Set vision, define scope, and communicate priorities to the organization</li> <li>• Ultimate authority to changes in scope, schedule and budget</li> <li>• Arbitrate disputes between departments</li> <li>• Ultimate authority for setting priorities within and between departments</li> <li>• Ultimate arbitrator on issues and risks</li> <li>• Formally authorize project and make decisions on behalf of Project Team and</li> <li>• Make final “approval” decision for project</li> <li>• Approve and authorize project plan and budget</li> <li>• Define project goals and objectives</li> <li>• Attend sponsor meetings</li> </ul>	N/A



Role	Individual	Responsibilities	Estimated Time Commitment
Steering Committee	<p>Tanya Hannah                      Pam Shales                      Stephen Heard                      Natasha Jones                      Julie Wise                      Lorraine Patterson                      Michelle Allison                      Janine Weihe</p>	<ul style="list-style-type: none"> <li>• Allocate resources to project</li> <li>• Monitor progress against plan and budget; suggests course corrections</li> <li>• Assist in issue resolution</li> <li>• Attend Steering Committee meetings</li> <li>• Review key deliverables</li> <li>• Ensure commitment and participation of key user groups</li> <li>• Resolve inter-[department] issues</li> </ul>	<p>Monthly steering committee meeting alignment</p>
Project Manager	<p>James O'Neal</p>	<ul style="list-style-type: none"> <li>• Approve and authorize project plan</li> <li>• Monitor progress against plan and budget; suggests course corrections</li> <li>• Facilitate communication between Project Team</li> <li>• Assist in issue resolution</li> <li>• Provide oversight of project (progress against plan and budget vs. actual)</li> <li>• Ensure project goals and action plan conform to overall goals and expected quality levels</li> <li>• Ensure commitment and participation of key user groups</li> <li>• Receive initial project deliverables (acceptance)</li> <li>• Review key deliverables / milestones</li> <li>• Coordinate final approval for deliverables</li> <li>• Support project coordination and communication</li> <li>• Manage project contract</li> <li>• Manage the project budget</li> </ul>	<p>75% allocation</p>

Role	Individual	Responsibilities	Estimated Time Commitment
Technical Lead - Developer	Andrey Bakharev	<ul style="list-style-type: none"> <li>• Provide leadership and technical design decision for the overall project, responsible for all technical aspects of the work effort, ensures; the technical inputs to the charter, resource, plan, product backlog, E2E architecture, design, implementation, hardware, environment, infrastructure and interfaces</li> <li>• Responsible for management of vendor technical deliverables</li> <li>• Identify technical risks</li> <li>• Work closely with the PM on phase gates</li> <li>• Delivery of technical documentation</li> <li>• Will serve as County lead Sitecore developer</li> </ul>	75% allocation
Quality Assurance Specialist	Jim Wingren	<ul style="list-style-type: none"> <li>• Provide quality assurance review of Contractor's project plans and deliverables throughout the assignment</li> <li>• Ensure value through County's project management life cycle</li> <li>• Provide testing Plans, testing scenarios, and test cases</li> </ul>	50% allocation
UX Designer	Mary Delahanty Marisa Mellema Beth Cheatham	<ul style="list-style-type: none"> <li>• Works with customer to understand their content and information needs</li> <li>• Creates overall design for site including,</li> <li>• Information architecture</li> <li>• Component design</li> <li>• Interaction and visual design</li> <li>• Works with front-end developer to ensure Web design and interactions are consistent with design specs</li> <li>• Works with back-end developers to ensure the design works with the CMS, Sitecore</li> </ul>	50% allocation
Front-end Developer	Alex Aragon Earl Krygier	<ul style="list-style-type: none"> <li>• Works closely with UX designer to implement designs</li> <li>• Develops and supports HTML/CSS</li> </ul>	50% allocation

Role	Individual	Responsibilities	Estimated Time Commitment
		<ul style="list-style-type: none"> <li>and JavaScript front-end code</li> <li>• Works with back-end developers to ensure that the front-end code works seamlessly with CMS</li> <li>• Provides, supports, and develops the PSD-to-HTML/CSS/JS Front-end Code Services</li> </ul>	
Scrum Analyst	Ashley Byrd	<ul style="list-style-type: none"> <li>• Facilitates Agile/Scrum: Standups, Planning, Review, and Grooming sessions</li> <li>• Managing the Scrum backlog, project wiki, and dashboards</li> <li>• Works with the delivery team to identify and resolve impediments Helps the team to stay focused and follow the agreed-upon rules for daily scrums and protects the team from outside distractions</li> </ul>	50% allocation
Business Analyst	Jordan Karant	<ul style="list-style-type: none"> <li>• Support the core project team by providing domain/subject-matter expertise as needed throughout the assignment from the business unit perspective</li> <li>• Participate in deliverable creation, deliverable review and County presentations as needed</li> </ul>	50% allocation
Contracts	Dominic Palo	<ul style="list-style-type: none"> <li>• Advise on sourcing for outside vendor/supplier assistance</li> <li>• Consult/write vendor statements of work</li> <li>• Create and negotiate vendor/supplier contracts</li> </ul>	N/A
Vendor Services	Vendor Services	<ul style="list-style-type: none"> <li>• Shall provide supplemental and consultant support for designs, HTML and Sitecore development, content integration support, and additional services as required or defined by the project.</li> </ul>	N/A

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Pool: King County

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Pam Shales

pshales@kingcounty.gov

Design and Civic Engagement Manager

King County

Security Level: Email, Account Authentication (None)

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Stephen Heard

Stephen.Heard@kingcounty.gov

King County Metro

Security Level: Email, Account Authentication (None)

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Signature Adoption: Pre-selected Style

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Tanya Hannah

Tanya.Hannah@kingcounty.gov

Chief Information Officer

King County

Security Level: Email, Account Authentication (None)

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Signature Adoption: Drawn on Device

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### Editor Delivery Events

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### Timestamp

### Agent Delivery Events

### Status

### Timestamp

### Intermediary Delivery Events

### Status

### Timestamp

<b>Certified Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
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<b>Carbon Copy Events</b>	<b>Status</b>	<b>Timestamp</b>
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<b>Witness Events</b>	<b>Signature</b>	<b>Timestamp</b>
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<b>Notary Events</b>	<b>Signature</b>	<b>Timestamp</b>
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Completed	Security Checked	7/1/2019 5:39:17 PM

<b>Payment Events</b>	<b>Status</b>	<b>Timestamps</b>
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## Appendix D



**King County**

## **King County IT KC.gov Refresh Project Charter**

**Prepared By: Pam Shales & Shiuli Saha**

**Original Date: 2/21/2019**

**Update: 4/16/2020**

**Version: 1.6**

## Document Revision History

Revision	Revision Date	Author(s)	Brief Description of Change
Draft	2/21/2019	James O'Neal	Initial draft
1.1	4/2/2019	James O'Neal	Updates and addition of scope, dependencies.
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1.5	6/28/2019	James O'Neal	Final
1.6	4/16/2020	Pam Shales Shiuli Saha	Updated the following sections to include reflection of MVP, Content-Clean up Approach, Funding and Resources <ul style="list-style-type: none"> <li>• Section 2: Project Overview and Definition</li> <li>• Section 4: Approach, Assumptions, Dependencies and Risks</li> <li>• Section 5: Critical Success Factors</li> <li>• Section 6: Timeframe and Resources</li> <li>• Section 7: Cost Estimates and Funding</li> <li>• Appendix A</li> </ul>

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- Refine the infrastructure architecture to current best practices
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#### Design Refresh of King County website assets

- Re-organize the website from department driven to topic driven to improve end user experience
- Create templates that enable and enforce a common site experience, and allow for site editors to focus on content, eliminating technical barriers, and providing a consistent experience

#### Reduce and Alleviate ADA non-compliance Issues (Benefit, ESJ compliance)

- Reduction of pages with issues found as well as reduction of the types of issues
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- Creation of page components that will standardize content presentation with a modern interface, and lessen the need for technical skills for site editors

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The future system will incorporate environment(s) and processes for staging, approvals, and publishing of new content.

## **3. PROJECT SCOPE**

### **In Scope**

- Upgrade of the Web Content Management System (WCMS) platform Design and Information Architecture refresh of KingCounty.gov site. Improved functionality that will be available and will be incorporated into the new site over-time.
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- Recommendations for Agency content integration/migration
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  - Complete Equity Impact Review (EIR)
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- Creation of a web governance structure and policies – establish standards for design, content and development that will be distributed to King County agencies and departments.
- New hardware & software
  - New Sitecore Licenses
  - New Infrastructure

### **Out of Scope**

- Wholesale archiving and content rework or cleanup:
  - In depth content rework and archival of all content
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  - Selection, procurement and implementation of an archiving system.
  - Development of content (text, image, video etc.) beyond basic architecture and template design.

#### 4. APPROACH, ASSUMPTIONS, CONSTRAINTS & DEPENDENCIES, RISKS

##### Approach

The following strategies and activities will be used to assure successful delivery of the project deliverables

- Utilize the project Steering Committee to champion the project and Agency/Department participation
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- Design & Civic Engagement to facilitate countywide level conversations, conduct end-user analysis, and recommend information architecture and visual designs
- Maintain primary focus on critical county strategies and priorities
- Utilization of the KCIT Contract Services Request for Proposal (RFP) procedures

##### Assumptions

- Agencies and Departments will provide a single point of contact to enable efficiency in communications, escalation, and decisions
- Architectural design will utilize Platform as a Service (PaaS)
- Tools, Methods & Framework: Lean UX, Scaled Agile Framework (SAFe) methodology, SCRUM, and Azure DevOps will be utilized to manage and deploy the project

##### Constraints & Dependencies

- Constraint – Departments and Agencies may have resource (assigned web content manager, subject-matter expertise), and schedule (availability) constraints to support content integration/clean up
- Dependency – Department and Agencies availability to complete and engage in content integration/clean up

##### Risks

- Budget Risk: Consulting Services were underestimated in the original budget request
- Scope Risk: Increased effort to re-organize Unidentified needs from Departments and Agencies
- Schedule Risk: Dependencies on Departments and Agencies to complete their content integration/content clean-up as scheduled

#### 5. CRITICAL SUCCESS FACTORS

The project will be successful if the following conditions are met:

Metric Description	Target	Minimum Acceptable
Improve experience for site visitors to get information, request services, and understand KC Government Initiatives. Make it easier for	Reduce inquiries about Jury Duty and Public Records requests into	Reduce inquiries about Jury Duty and Public Records requests into Customer

the public users to complete the following tasks (Jury Duty and Public Records Request)	Customer Service by 5% by 7/31/2020	Service by 2% by 7/31/2020
One Enterprise translation tool for the website (top 6 languages at King County)	1 translation tool by 7/31/2020	1 translation tool by 7/31/2020
Indexes - Reduction in issues, or break-fixes.	From 50 hours per quarter to 5 hours per quarter	5 hours per quarter
Alignment of relevant content into the new site	100%	70%
Reduced number of web pages in KingCounty.gov	Total of 10,000 published pages by 12/31/2021	Total of 15,000 published pages by 12/31/2021
King County public web site is on a vendor-supported version of the WCMS.	Implementation of the selected WCMS	Implementation of the selected WCMS

The success of this project will depend on critical partnerships, including:

- Leadership support: Executive Office, Cabinet and Ops Cabinet
- Project strategies and key decisions: project Steering Committee
- Consultant selection and engagement: KCIT Procurement
- Stakeholders and clients are engaged throughout the project
- Commitment and resources from Departments/Agencies on Content Integration/Clean-up

## 6. TIMEFRAME FOR COMPLETION AND ESTIMATED RESOURCE REQUIREMENTS

### Major Phases and Deliverables

Phase	Deliverables	Owner	Target Date
Planning	<ul style="list-style-type: none"> <li>• Identify Stakeholders</li> <li>• Engage Project Resources</li> <li>• Define Pilot/MVP scope</li> <li>• Contracts and RFPs for Consulting Services</li> </ul>	<ul style="list-style-type: none"> <li>• KCIT Project Sponsors and Owner</li> <li>• Project Manager</li> </ul>	June – December 2019
Pilot/MVP	<ul style="list-style-type: none"> <li>• Public Facing <ul style="list-style-type: none"> <li>○ Homepage and Navigation</li> <li>○ Jury Duty &amp; Pubic Records Request</li> </ul> </li> <li>• Enterprise Translation Tool</li> <li>• Content Clean-up</li> </ul>	<ul style="list-style-type: none"> <li>• KCIT Project Sponsors and Owner</li> <li>• Project Manager</li> <li>• KCIT Project Team</li> </ul>	January – July 2020

<b>Phase</b>	<b>Deliverables</b>	<b>Owner</b>	<b>Target Date</b>
	Approach for Agencies/Departments <ul style="list-style-type: none"> <li>• Change Management Plan for Agencies/Departments</li> </ul>		
Initial Agency/Department Templates & Adjustments to MVP	<ul style="list-style-type: none"> <li>• Agency/Department Templates</li> <li>• Schedule for Agency/Department Cleanup (Waves 1-5)</li> <li>• Future Governance Model</li> </ul>	<ul style="list-style-type: none"> <li>• KCIT Project Sponsors and Owner</li> <li>• Project Manager</li> <li>• KCIT Project Team</li> </ul>	August – September 2020
Wave 1- Content Cleanup	<ul style="list-style-type: none"> <li>• Agencies/Departments (1-4) move re-factored content to new website</li> <li>• Sitecore 9.2 Training</li> </ul>	<ul style="list-style-type: none"> <li>• KCIT Project Team</li> <li>• Agency/Department (1-4) Points of Contacts</li> </ul>	October – December 2020
Wave 2- Content Cleanup	<ul style="list-style-type: none"> <li>• Agencies/Departments (5-8) move re-factored content to new website</li> </ul>	<ul style="list-style-type: none"> <li>• KCIT Project Team</li> <li>• Agency/Department (5-8) Points of Contacts</li> </ul>	January – March 2021
Wave 3- Content Cleanup	<ul style="list-style-type: none"> <li>• Agencies/Departments (9-12) move re-factored content to new website</li> </ul>	<ul style="list-style-type: none"> <li>• KCIT Project Team</li> <li>• Agency/Department (9-12) Points of Contacts</li> </ul>	April – June 2021
Wave 4- Content Cleanup	<ul style="list-style-type: none"> <li>• Agencies/Departments (13-16) move re-factored content to new website</li> </ul>	<ul style="list-style-type: none"> <li>• KCIT Project Team</li> <li>• Agency/Department (13-16) Points of Contacts</li> </ul>	July – September 2021
Wave 5- Content Cleanup	<ul style="list-style-type: none"> <li>• Agencies/Departments (17-19) move re-factored content to new website</li> <li>• Retire Sitecore 7.2 Platform</li> </ul>	<ul style="list-style-type: none"> <li>• KCIT Project Team</li> <li>• Agency/Department (13-16) Points of Contacts</li> </ul>	October – December 2021

## 7. COST ESTIMATE AND FUNDING

<b>Project Cost Estimates</b>	<b>Amount</b>
KCIT Staff/Resources (does not include Agency Costs)	\$1,569,398
Consulting Services	\$1,237,962
Software/Hardware	\$286,771
Other Costs	139,000
In-Kind Costs (KCIT Enterprise Resources)	\$2,972,603
<b>Total estimated project costs</b>	<b>\$6,205,634</b>
Contingency	\$646,626
<b>Total estimated project costs with contingency</b>	<b>\$6,852,360</b>

<b>Approved Project Funding</b>	<b>Amount</b>
<b>Total funding</b>	<b>\$1,346,326</b>

## 8. SPONSOR, STEERING COMMITTEE AND GOVERNANCE

I authorize the initiation of the project based on the information described in this document.

DocuSigned by:



4/16/2020

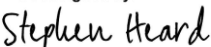
**Pam Shales**

Design and Civic Engagement Manager, KCIT  
Project Sponsor

Date

I authorize the initiation of the project based on the information described in this document.

DocuSigned by:



4/21/2020

**Stephen Heard**

IT Enterprise Manager III, KCIT  
Project Sponsor

Date

I authorize the initiation of the project based on the information described in this document.

DocuSigned by:



4/21/2020

**Tanya Hannah**

Chief Information Officer, KCIT  
Business Sponsor

Date

## 9. APPENDIX A

### *Roles and Responsibilities*

*(Include all project team members including governance members – both internal and external to King County; assure commitment of time from appropriate manager; communicate roles to team members. Roles and responsibilities can vary from one project to another; however, a few examples are provided below. It is up to the author to modify these as appropriate. For more complex projects, consider completing a more detailed roles and responsibilities model. Leverage the RACI Template as a starting point and guide.*

<b>Role</b>	<b>Individual</b>	<b>Responsibilities</b>	<b>Estimated Time Commitment</b>
Business Sponsor / Owner	Tanya Hannah / KCIT CIO	<ul style="list-style-type: none"> <li>• Ultimately responsible for funding and requirement definition</li> <li>• Considered the KC application/ system owner</li> </ul>	N/A
Project Sponsor	Pam Shales / D&CE Stephen Heard / KCIT	<ul style="list-style-type: none"> <li>• Set vision, define scope, and communicate priorities to the organization</li> <li>• Ultimate authority to changes in scope, schedule and budget</li> <li>• Arbitrate disputes between departments</li> <li>• Ultimate authority for setting priorities within and between departments</li> <li>• Ultimate arbitrator on issues and risks</li> <li>• Formally authorize project and make decisions on behalf of Project Team and</li> <li>• Make final “approval” decision for project</li> <li>• Approve and authorize project plan and budget</li> <li>• Define project goals and objectives</li> <li>• Attend sponsor meetings</li> </ul>	N/A



Role	Individual	Responsibilities	Estimated Time Commitment
Steering Committee	Tanya Hannah Pam Shales Stephen Heard Natasha Jones Julie Wise Lorraine Patterson Michelle Allison Janine Weihe	<ul style="list-style-type: none"> <li>• Champion agency participation in the KC.gov Refresh Project</li> <li>• Provide strategic perspective and direction and advise Project Team</li> <li>• Review and suggest solutions for the issues critical to project success</li> <li>• Resolve conflicts between stakeholder groups remove barriers</li> </ul>	Quarterly Steering Committee meeting
Project Manager	Shiuli Saha (ProjectCorps)	<ul style="list-style-type: none"> <li>• Approve and authorize project plan</li> <li>• Monitor progress against plan and budget; suggests course corrections</li> <li>• Facilitate communication between Project Team</li> <li>• Assist in issue resolution</li> <li>• Provide oversight of project (progress against plan and budget vs. actual)</li> <li>• Ensure project goals and action plan conform to overall goals and expected quality levels</li> <li>• Ensure commitment and participation of key user groups</li> <li>• Receive initial project deliverables (acceptance)</li> <li>• Review key deliverables / milestones</li> <li>• Coordinate final approval for deliverables</li> <li>• Support project coordination and communication</li> <li>• Manage project contract</li> <li>• Manage the project budget</li> </ul>	100% allocation
Architect/Tech Lead	Chirag Patel (Avanade for MVP)	<ul style="list-style-type: none"> <li>• Provide leadership and technical design decision for the overall project, responsible for all technical aspects of the work effort, ensures; the technical inputs to product backlog, E2E architecture, design, implementation, hardware, environment, infrastructure and interfaces</li> <li>• Identify technical risks</li> <li>• Will serve as lead Sitecore developer</li> </ul>	80 to 100% allocation

<b>Role</b>	<b>Individual</b>	<b>Responsibilities</b>	<b>Estimated Time Commitment</b>
Back End Developers	Andrey Bakharev Lincoln Box Ben Lesh	<ul style="list-style-type: none"> <li>Works closely with UX designer, Tech Lead, and Front-End development team to implement designs</li> <li>Works with front-end developers to ensure that the front-end code works seamlessly with back-end code</li> </ul>	100% allocation
Quality Assurance Specialist	Jim Wingren	<ul style="list-style-type: none"> <li>Provide quality assurance review of Contractor's project plans and deliverables throughout the assignment</li> <li>Ensure value through County's project management life cycle</li> <li>Provide testing Plans, testing scenarios, and test cases</li> </ul>	25 to 50% allocation
UX Team	Marisa Mellema Nick Pollock Matthew Adleberg	<ul style="list-style-type: none"> <li>Works with customer to understand their content and information needs</li> <li>Creates overall design for site including, <ul style="list-style-type: none"> <li>Information architecture</li> <li>Component design</li> <li>Interaction and visual design</li> </ul> </li> <li>Works with front-end developer to ensure Web design and interactions are consistent with design specs</li> <li>Works with back-end developers to ensure the design works with the CMS, Sitecore</li> </ul>	100% allocation
Content Strategist	Joy Cordell	<ul style="list-style-type: none"> <li>Work with the UX Team to create Information Architecture elements including navigation, topical areas for content organization, and other artefacts</li> <li>Work with the departments to help them reshape and map their content for the new site</li> </ul>	50 to 100% allocation for 2020

<b>Role</b>	<b>Individual</b>	<b>Responsibilities</b>	<b>Estimated Time Commitment</b>
Front-end Developer	Alex Aragon Earl Krygier Paul Lower (Avanade for MVP)	<ul style="list-style-type: none"> <li>• Works closely with UX designer to implement designs</li> <li>• Develops and supports HTML/CSS and JavaScript front-end code</li> <li>• Works with back-end developers to ensure that the front-end code works seamlessly with CMS</li> <li>• Provides, supports, and develops the PSD-to-HTML/CSS/JS Front-end Code Services</li> </ul>	Alex – 100% Earl – 50% Paul – 100%
Scrum Analyst	Jaime Schatz	<ul style="list-style-type: none"> <li>• Facilitates Agile/Scrum: Standups, Planning, Review, and Grooming sessions</li> <li>• Managing the Scrum backlog, project wiki, and dashboards</li> <li>• Works with the delivery team to identify and resolve impediments Helps the team to stay focused and follow the agreed-upon rules for daily scrums and protects the team from outside distractions</li> </ul>	50% allocation
Business Analyst/Product Owner Proxy	Jordan Karant	<ul style="list-style-type: none"> <li>• Support the core project team by providing domain/subject-matter expertise as needed throughout the assignment from the business unit perspective</li> <li>• Create and prioritize product backlog and write user stories</li> <li>• Participate in deliverable creation, deliverable review and County presentations as needed</li> </ul>	100% allocation
Change Management	Eric Melchoir	<ul style="list-style-type: none"> <li>• Change Management Plan <ul style="list-style-type: none"> <li>○ Readiness Assessment</li> <li>○ Stakeholder Engagement (Impact Reviews)</li> <li>○ Communications</li> <li>○ Training Materials</li> </ul> </li> </ul>	50% allocation
Contracts	Dominic Palo	<ul style="list-style-type: none"> <li>• Advise on sourcing for outside vendor/supplier assistance</li> <li>• Consult/write vendor statements of work</li> <li>• Create and negotiate vendor/supplier contracts</li> </ul>	N/A

### Certificate Of Completion

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Certificate Pages: 1	Initials: 0
AutoNav: Enabled	Envelope Originator:
EnvelopeId Stamping: Enabled	Pam Shales
Time Zone: (UTC-08:00)Pacific Time (US & Canada)	130 Nickerson St
	Suite 100
	Seattle, WA 98109
	pshales@kingcounty.gov
	IP Address: 75.172.20.204

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Certified Delivery Events	Status	Timestamp
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Carbon Copy Events	Status	Timestamp
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Shiuli Saha n-ssaha@kingcounty.gov Security Level: Email, Account Authentication (None)	<b>COPIED</b>	Sent: 6/30/2020 5:06:14 PM
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Notary Events	Signature	Timestamp
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Envelope Summary Events	Status	Timestamps
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