



KING COUNTY
Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

September 17, 2013

Motion 13975

Proposed No. 2013-0159.2

Sponsors von Reichbauer

1 A MOTION acknowledging receipt of a report
2 identifying the methodology by which projects are
3 reviewed by the project review and proposed
4 improvements over the current methodology in
5 compliance with the 2013 Budget Ordinance,
6 Ordinance 17476, Section 120, Proviso P2.

7 WHEREAS, the 2013 Budget Ordinance, Ordinance 17476, Section 120, Proviso
8 P2, requires the executive to transmit a motion and report by March 15, 2013, and

9 WHEREAS, the report identifies the methodology by which projects are reviewed
10 by the project review and proposed improvements over the current methodology, and

11 WHEREAS, the report includes a process to ensure independent oversight of
12 department of information technology-led information technology projects and increased
13 stakeholder involvement, and

14 WHEREAS, the report describes the specific improvements to promote
15 transparency in the project review board process, including a process to notify council
16 when projects reach a high risk level;

17 NOW, THEREFORE, BE IT MOVED by the Council of King County:

18 The report relating to the methodology by which projects are reviewed by the
19 project review board in compliance with the 2013 Budget Ordinance, Ordinance 17476,
20 Section 120, Proviso P2, which is Attachment A to this motion, is hereby acknowledged.
21

Motion 13975 was introduced on and passed by the Metropolitan King County Council on 9/16/2013, by the following vote:

Yes: 7 - Mr. Phillips, Ms. Hague, Ms. Patterson, Ms. Lambert, Mr. Dunn, Mr. McDermott and Mr. Dembowski
No: 0
Excused: 2 - Mr. von Reichbauer and Mr. Gossett

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON


Larry Gossett, Chair

ATTEST:



Anne Noris, Clerk of the Council

APPROVED this ____ day of _____, 2013.

Dow Constantine, County Executive

Attachments: A. King County Project Review Board Oversight Methodology Report, dated August 1, 2013



King County

King County Project Review Board Oversight Methodology

The report includes:

- King County Project Review Board Oversight Methodology Report, 2/12/2023
- Supplemental Information on Maturing Project Planning, Implementation and Oversight, July 2013

King County Information Technology

August 1, 2013



King County

Attachment A

**King County Project Review Board
Oversight Methodology Report**

Response to Ordinance 17476, Section 120, Proviso P2

Date: 02-12-2013

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Executive Summary

The purpose of King County Project Review Board (PRB) is to provide a high-level oversight of all information technology (IT) projects underway at the County. This includes release of funds to projects, project status monitoring and review of benefits expected and realized.

The Project Review Board was established by King County Council in 2001, as one of the four bodies of the King County Technology Governance. It is chaired by the County Chief Information Officer (CIO) and includes the Performance, Strategy and Budget Director, the Assistant County Executive, and the Director of the Department of Executive Services.

Under the CIO's leadership and PRB advice, the project oversight of the County's IT projects continues to mature with the objective to promote successful completion of projects. During 2012, the CIO re-focused project oversight reviews from solely compliance with the countywide project management methodology (adopted by Project Review Board) and the Project Review Board processes to focus on identifying potential risks and providing recommendations to IT projects to mitigate those risks. This methodology has resulted in a significant improvement to PRB processes and has generated notable benefits.

The 2013 Adopted Budget Ordinance 17476, Section 120 included the following proviso (P2):

"Of this appropriation, \$100,000 shall not be expended or encumbered until the executive transmits a report and a motion that acknowledges receipt of the report and the motion is passed by the council. The motion shall reference the proviso's ordinance, ordinance section, proviso number and subject matter in both the title and body of the motion. The executive must file the report and motion required by this proviso by March 15, 2013, in the form of a paper original and an electronic copy with the clerk 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 government accountability, oversight and financial performance committee or its successor.

The executive shall provide a report identifying the methodology by which projects are reviewed by the project review board. The report also shall include, at a minimum, proposed improvements over the current methodology to include a process to ensure independent oversight of department of information technology-led information technology projects and increased stakeholder involvement. The report shall also describe the specific improvements to promote transparency in the project review board process, including a process to notify council when projects reach a high risk level."

This report was prepared in response to the above proviso. It begins with an overview of the King County Information Technology (KCIT) Project Oversight methodology, followed by an overview of KCIT Project Oversight Models and the approach taken in maturing the oversight. The overview portion of the report is followed by the three sections, summarized below, as requested by the proviso.

Component A is a summary of the IT project oversight methodology provided by the PRB. Included are PRB review of critical project documents, specific criteria for determining project risks levels and

associated potential follow-up actions to mitigate risks. Those follow-up actions involve many project stakeholders and agency leadership depending on the level of risks. Specific benefits and efficiencies are highlighted at the end of this summary.

Component B leverages the existing model and overall KCIT service orientation and continuous service improvement model, to further mature the IT project oversight. This resulted in proposed improvements over the current methodology to include a process to ensure independent oversight of KCIT-led information technology projects, increased stakeholder involvement and ultimately increase probability of project success.

The final component, Component C, describes the specific improvements to promote transparency in the project review board process, including a process to notify County Council when projects reach a high risk level. An increase in transparency of PRB oversight and specific actions taken is also enabled by the use of the countywide SharePoint service which provides, among other features, automated e-mail notification to interested recipients when a project document or a project oversight document is posted on the PRB web site.

As of this writing, the initial considerations and high level planning for the continuous Project Review Board oversight service improvement as discussed above have been initiated as a starting point for implementation over the next two years.

- **maturing risk oversight methodology to further develop**
 - criteria for risk level
 - associated actions for each risk level
 - risk notification process
 - follow-up risk mitigation actions
 - automated alerts to project stakeholders on identified risks

- **transparency**
 - use of vendor consulting for project oversight
 - increased stakeholder involvement
 - transparency and efficiency of project oversight through use of newly implemented portfolio system and SharePoint
 - process for notifying County Council of high risk projects

- **funding releases**
 - funding release process review and identification of further efficiencies and improvements
 - process for initial funding release to ensure proper project start
 - greater involvement of subject matter experts in project reviews

- **use of portfolio system for project oversight**
 - countywide adoption
 - additional reports and dashboards

- **outreach and results**
 - performance reporting
 - customer satisfaction survey

- name change for Project Review Board
- partnership with project management office in the area of countywide project management methodology

Benefits and Efficiencies

Transforming Project Review Board oversight to a risk based model has generated many benefits and efficiencies to date. More detail is available in Appendix 2: *Streamlining Information Technology Governance, May 2011*.

The following are some of the benefits that have been realized to date:

- projects are more open in reporting a true status of their scope, schedule, budget, risks and benefits
- project teams' and their stakeholders' realization that PRB is positioned and committed to provide assistance in making the project successful
- greater stakeholder collaboration and partnership in advising projects of risks
- discussion forum type meetings for open conversation about project status and issues

Efficiencies generated to date include:

- PRB staff reduction in KCIT from 1.75 to 1
- efficiencies in agency staff and PRB members by eliminating regularly scheduled monthly PRB meetings
- establishing a threshold for Project Oversight, creating agency and PRB staff efficiencies
- streamlining project reviews for funding releases

1. King County Project Review Board Oversight Strategic Roadmap

King County's Project Review Board Oversight Methodology builds on strategic and tactical progress attained in the process of maturing the King County Information Technology (KCIT) Governance and the overall management of technology projects. This methodology focuses on deliverables, performance, and success on the project by strengthening collaborations from all stakeholders and business owners.

Strategic Progress to Date

Since 2001 when King County Council codified countywide Information Technology (IT) Governance, the County has successfully managed completion of many business initiatives supported by technology, referred to as IT projects for the purpose of this document. One of the contributing factors to the success of those initiatives is the oversight provided by the Project Review Board (PRB). The PRB oversight is supported by other countywide IT Governance bodies: Strategic Advisory Council, Business Management Council and Technology Management Board.

In 2012, Executive branch technology was consolidated into one department: King County Information Technology (KCIT). KCIT created a services catalog with services clearly aligned with goals and objectives set forth in the King County Strategic Plan (KCSP). The catalog offers eight customer facing services supported by multiple IT-to-IT services, and Business and Mandated services. Service level agreements (SLAs) with our customers and related performance reviews are available for each of the services. These tools enable KCIT to engage with customers in providing the services they need by means of continuous service improvement.

Project Review Board Oversight service is one of the mandated KCIT services and it fully meets regulatory requirements as identified in King County Code. Furthermore, as with all other KCIT Services, it is measured, reviewed and reported for the purpose of a continuous service improvement and potential further efficiencies.

As a mandatory service, KCIT established project advisory and oversight services based on a comprehensive project oversight strategy. Having a project oversight model enables King County to more closely align those services to customer needs: Project Review Board members, IT project managers, and their sponsors and stakeholders. This alignment is achieved by tailoring services to customer requirements and the current state of business environment, rather than basing services solely on code compliance.

These strategic benefits of project oversight align closely with the King County Strategic Plan goals. More specifically, they directly support the following goals:

- KCSP Goal - Service Excellence: Establish a culture of customer service and deliver services that are responsive to community needs.
 - Objective 1: Improve our customers' satisfaction with King County.
 - Objective 2: Build a culture of performance and improve the effectiveness and efficiency of county programs, services, and systems.
 - Objective 3: Foster an ethic of working together.

- KCSP Goal – Financial Stewardship: Exercise sound financial management and build King County's long-term fiscal strength.
 - Objective 1: Keep the County's cost of doing business down, including keeping growth in costs below the rate of inflation.
 - Objective 2: Plan for the long-term sustainability of county services.
 - Objective 4: Increase access to King County services, personnel, and information.

The benefits also directly support KCIT's strategic technology plan goals of:

- Efficiency:
 - Objective 3: Improve IT operational maturity.
- Customer Service and Public Access:
 - Objective 2: Elevate Customer Service as an IT Operational Priority.

Strategic Approach

As King County moves forward with rapid evolution in technology toward modernization and efficiency, our strategic approach for project oversight turns from mainly compliance to risk based oversight. The intent of this approach is to promote project success by increasing focus on risk identification and management (over the project's lifetime):

- Value added project reviews and PRB funding releases.
- Proper project should start with
 - qualified project manager with expertise and skills that are compatible to the project size, cost, complexity, risks and impacts.
 - business analysis and related project requirements with an emphasis on business processes – this is where significant savings can occur.
 - sponsor and steering committees that are adequately staffed, committed and engaged.
- Best practices in project management and up-front planning/scheduling. These include development of reliable and executable scope, schedule, budget and risk mitigation plans; schedule - overall and for major project milestones; detailed plans for a project phase; adequately resourcing projects and clear spending plans.
- Skilled contracting and vendor management.
- IT disciplines in implementing projects which often lack when project managers report to a business function. These include documented requirements; testing process/environments; development resources; configuration management (source control); version control/release management; change management; architecture/design; performance tuning/testing; implementation approval; operations and maintenance plans; post-implementation stabilization period.
- Agency commitment to benefits realization tracking and reporting.
- Sponsors and stakeholder involvement in project reviews.
- Active involvement of Business Management Council and Technology Management Board members.
- Engaging vendor consulting for project oversight.

These are the strategies that typically offer the highest probability for project success and return on investment, and contribute in moving IT governance and project oversight further up to the right on the maturity level scale, as shown in Figure 1.

The long term strategic approach for KCIT Project Advisory and Oversight Service is being developed as a part of the 2014 KCIT Service Catalog. The January 2013 draft is shown in Figure 1-a.

The strategic direction and guiding principles include the following:

- Principle 1: The scope of project oversight decreases as project management skills increase.
- Principle 2: Oversight transitions to advisory role and focuses on customer service.

The result is successful project completion and value delivered.

Project Oversight Maturity Model is shown in picture 1.b.

IT Governance Maturity Model

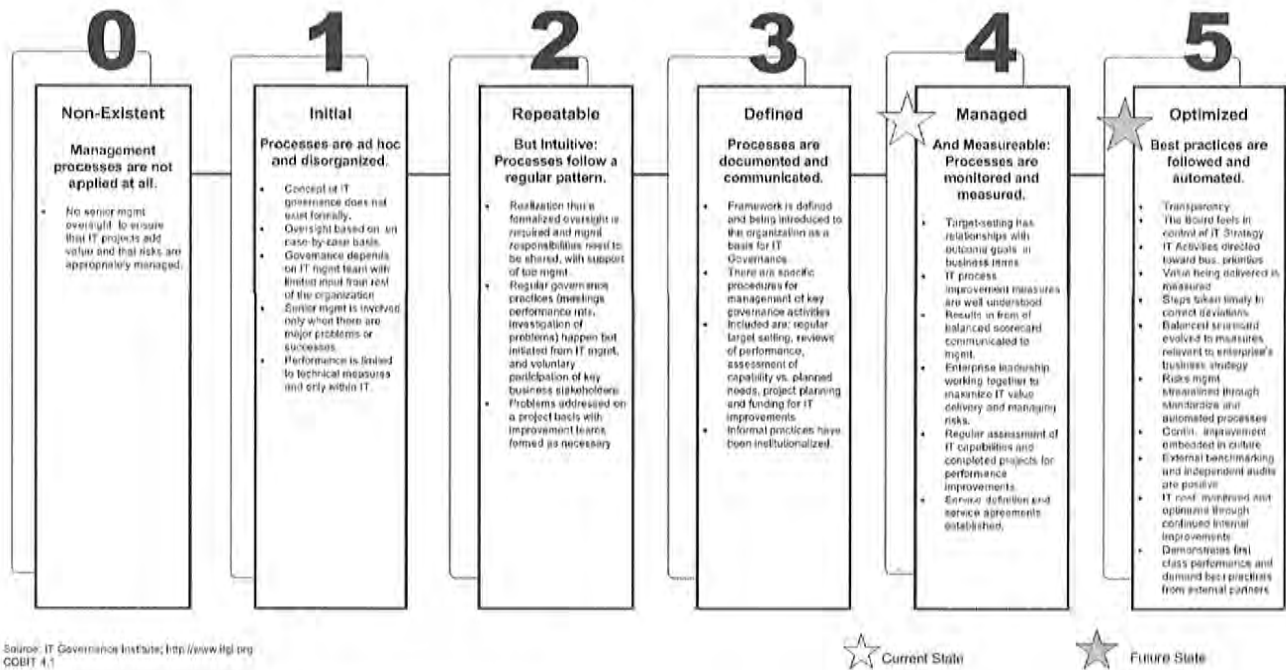


Figure 1 – Current and Future State of King County IT Governance Maturity

Project Oversight Strategic Roadmap

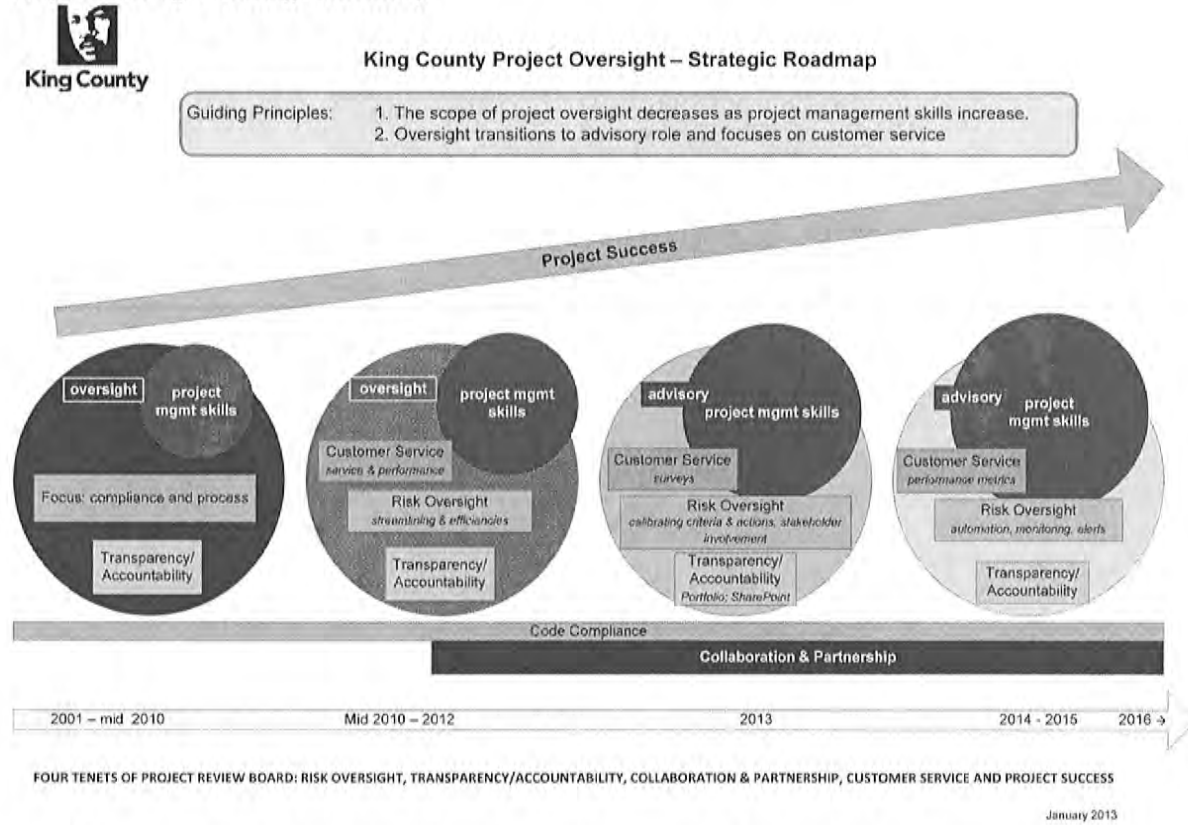


Figure 1-a –King County Project Oversight Strategic Roadmap

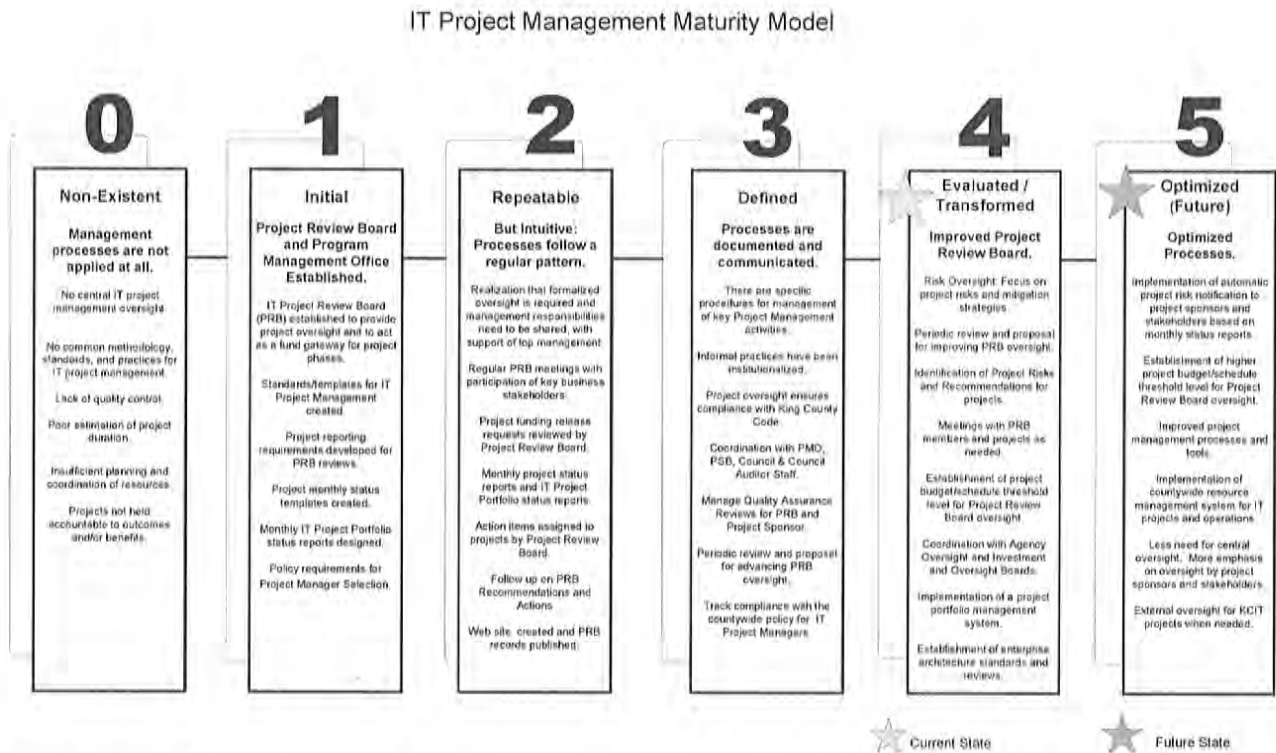


Figure 1b –King County Project Oversight Maturity Model

2. King County Information Technology Project Oversight Overview

The King County Information Technology (KCIT) Project Oversight service is intended to be a collaborative model, leveraging both the CIO and PRB, and agency leadership/stakeholders. This section contains a brief overview of the current oversight models and discusses the oversight model that will be further developed based on the County's requirements and KCIT continuous service improvements, and the roadmap. KCIT has been engaging county agencies in this process.

Project Oversight Service Models

There are three models of project oversight on the County's roadmap:

- Compliance Based
- Risk Based
- Collaborative Continuous Improvement

Compliance Based Project Oversight

This model was developed following the King County legislation in 2001. Over the years this model has generated ground-breaking results and benefits for the County, including

- establishing a phased approach to releasing appropriated funds to projects based on their reporting on the outcomes of accomplishments in the previous project phase and plans for the next phase.
- endorsing the IT project management methodology for countywide use
- Providing Tools and Templates for project to use for monthly status reports, PRB funding releases, briefings to PRB.
- reporting annually to King County Council on project status.
- establishing tenets of project oversight: code compliance, transparency and accountability.

Overtime, despite bringing these major benefits, this model has been reported as burdensome on projects, project review board members, staff supporting Project Review Board and other stakeholders. A countywide survey conducted in 2008 within IT Reorganization efforts documented those concerns, and resulted in engagement of a PRB Rapid Response Team tasked with considering/proposing improvements. The outcome of those efforts provided a basis for discussion and indicated a need for change to address reported concerns.

The Executive's reform agenda objectives, including employee empowerment, product based service delivery enabling customer choice, and focusing on customer service, and associated cultural changes have created a business environment conducive to critical analysis and improvements of our business processes. Cultural changes of this magnitude require significant time and effort while deeply impacting people, process, and technology. KCIT is leading the way on several fronts related to these reform agenda objectives. Furthermore, changes in King County Technology Leadership, 2012 and 2013 Council actions through the budgets provisos, and 2012 Council Audit of *Performance Audit of Investment in*

Information Technology were additional major drivers to review, evaluate and further mature project oversight.

Risk Based Project Oversight

Risk Based oversight in King County has been developed under the CIO leadership and enacted by Project Review Board in October 2012. Risk Based oversight as a model is being recommended and adopted by both private and public enterprises, including U.S. Government and Accountability Office (GAO).

The major objective of this methodology is to further modernize, mature and transform project oversight to

- assist projects in addressing risks.
- promote project success by increasing the stakeholder involvement and transparency of PRB oversight.

This methodology, greatly supported with implementation of the countywide portfolio management system, helps the County become more proactive in identifying and addressing risks to the projects and protecting county investments.

Implementation steps for this methodology included:

- A Risk Based Oversight Methodology was developed under the CIO leadership in Q1/2012. It included
 - developing a standardized, repeatable process to assess a risk level for each project in the portfolio.
 - developing a simple stakeholder focused report to indicate risk level and associated oversight actions.
- During Q2 and Q3/2012, the methodology was presented and discussed with PSB, Business Management Council (BMC), Technology Management Board (TMB), County Council Auditor staff, piloted with several projects/agencies, and following the positive feedback and endorsements, presented for PRB's formal approval.
- Following PRB's approval in October 2012, the methodology was rolled out countywide through conversations with IT project managers and by publication on the PRB web site.

This also completed implementation of Risk Based Project Oversight as included in the Executive Response to the Performance Audit of King County's Investment in Information Technology, September 2012 (Audit Recommendation 3).

Continuous Project Oversight Improvements

King County Information Technology (KCIT) is a service oriented organization; one of the major components of service management is continuous service improvements. Under the CIO leadership, all service owners in KCIT are committed to identifying and implementing potential improvements to their service.

Potential improvements to Project Advisory and Oversight Service will be considered and implemented based on

- customer surveys to include project manager, IT Governance Members, and other stakeholders.
- results of service performance measures.
- technology trends.
- business needs.

A. Methodology by which Projects are Reviewed by PRB

Project Review Board Oversight Process

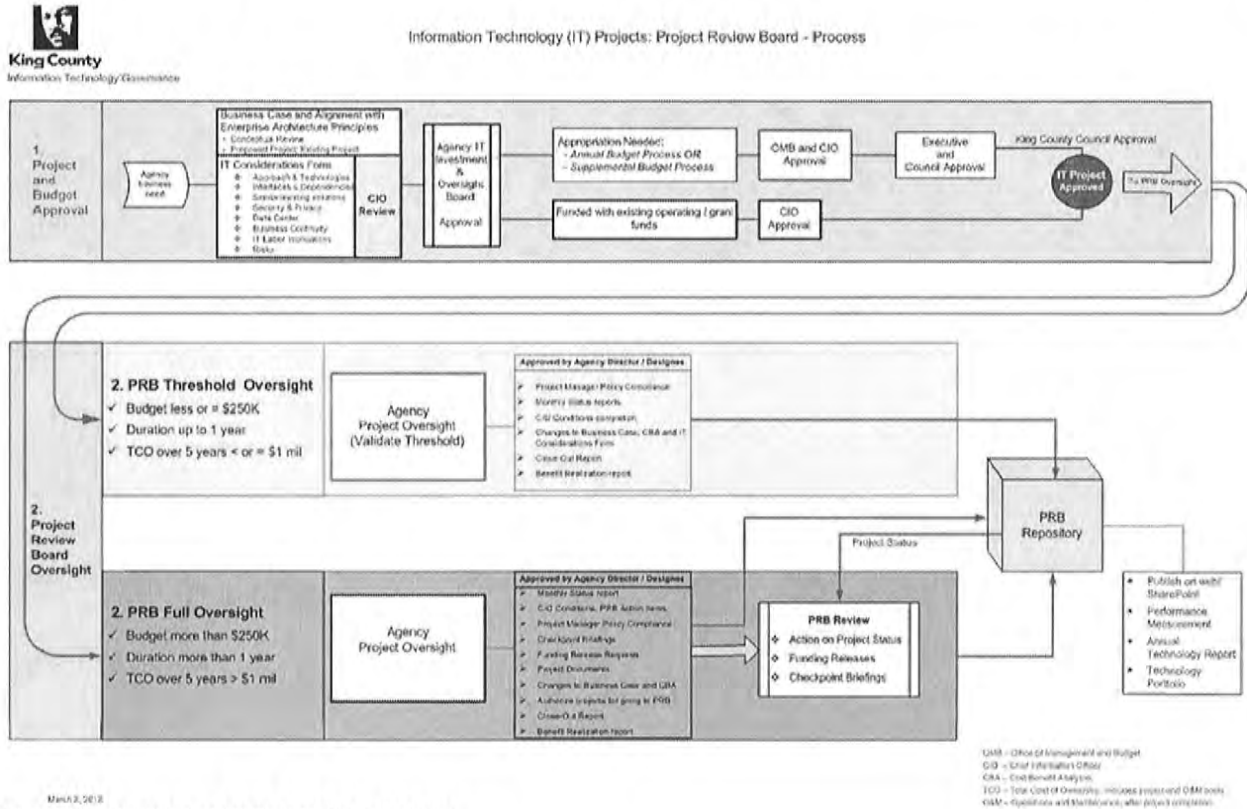
The process Project Review Board uses in their oversight is shown in Figure 2. Figure 2 also shows a process for approving the project and the requested budget approval. Once the project is approved and the funds are appropriated by King County Council, the project moves into the oversight of PRB.

Major components of PRB oversight include review of monthly project status updates and funding releases to projects based on their plans for the next phase of the project, and successful completion of deliverables and milestones committed to in the previous funding releases. Based on these reviews, PRB assesses risks to the projects and takes actions as described in detail in the next section: Risk Based Oversight Methodology Overview.

The oversight process is fully transparent, and all related documentation is available for countywide review.

The oversight process is an outcome of collaboration between the stakeholders, including Business Management Council; Technology Management Board; Project Review Board; Performance, Strategy and Budget; and Project Management Office in KCIT.

The process has been formally adopted by Project Review Board and is in full compliance with King County Code. The chart in full size is provided in Appendix 1.



March 2018
 Figure 2 –King County Project Review Board Oversight Process

Risk Based Oversight Methodology Overview



The King County methodology by which projects are reviewed by Project Review Board is risk based oversight methodology.

A detailed methodology chart is shown below in Figure 3; a brief summary of specific methodology steps is provided on the following pages.

Major benefits of this methodology are:

- more efficient in promoting project success
- higher transparency
- higher stakeholder involvement
- higher customer satisfaction level

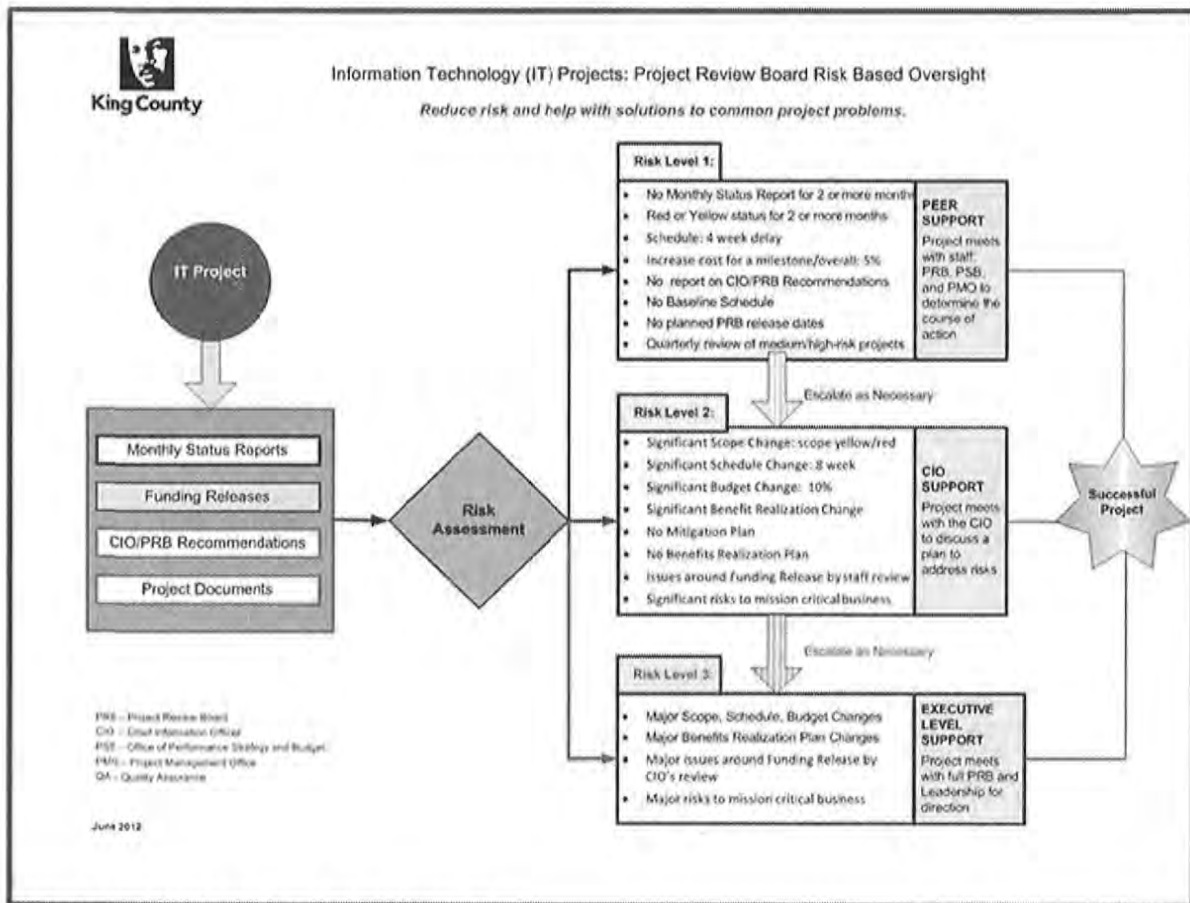


Figure 3 –King County Risk Based Project Oversight

Risk Based Oversight Methodology Steps

Step 1: Projects in PRB oversight provide monthly status reports including:

- scope, schedule, budget, resources and milestones green, yellow or red status
- baseline start/end dates
- senior management summary
- plans for the next reporting period

Step 2: Project in PRB oversight provide funding release requests including:

- report on accomplishments of milestone completion and deliverables from the previous funding release
- milestones and deliverables to be completed with requested funds
- project documents supporting the funding release request

Step 3: PRB staff reviews monthly

- monthly status reports
- funding release requests as they are provided to PRB
- status of CIO/PRB recommendations and related project responses
- additional information as it becomes available from various sources including monthly meetings with executive leadership, Performance, Strategy and Budget staff, and other stakeholder meetings

Step 4: PRB staff establishes risk level and generates risk report

Based on their reviews and findings and established risk criteria, PRB staff updates the risk level report for every project and reports to the CIO on a monthly basis, or more frequently as needed. The chart in Figure 3 identifies specific checks/indicators for each risk level.

Step 5: CIO confirms risk level and directs follow-up actions

During the CIO's review of the risk level report, the final risk level is determined. The risk level is confirmed or increased based on the additional project information at the CIO's disposal.

- Level 1 – for example: no status report for two or more months; yellow or red status for two or more months.
→ This triggers peer level support: PRB staff and project meeting to discuss/mitigate.
- Level 2 – for example: significant schedule delay; lack of benefit realization report.
→ This triggers the CIO level support. The CIO meets with project and sponsors to discuss/develop recommendations to mitigate.
- Level 3 – for example: major schedule/scope/budget issues; major risks to mission critical business process.

→ This triggers full PRB and agency leadership support. The full PRB meeting with the project, agency leadership, sponsors and stakeholders are held.

Step 6: PRB staff publishes the risk report

The risk level report is published monthly on the Project Review Board Web site and is accessible countywide, including King County Council.

Step 7: Risk level Notification letter sent to stakeholders

The appropriate Risk Notification letter is sent to the project sponsor, agency Business Management Council representative, agency Technology Management Board representative, project manager, staff from Performance, Strategy and Budget, KCIT Project Management Office (PMO) and the full Project Review Board.

The Risk Notification letter includes a follow-up action recommended to the project sponsor, project manager and/or agency leadership to take as one of the steps in mitigation risk, and the timeline to take that step.

Step 8: Project stakeholders take recommended action

As a starting point, the recommended action includes: scheduling meeting with staffs for risk level 1; scheduling meetings with the CIO for risk level 2; and scheduling meetings with the full/partial PRB and/or Executive leadership for risk level 3.

The objective of the meetings is to identify mutually agreed actions to be taken to address risks.

Step 9: Oversight Actions and decisions are recorded and published

The meeting outcomes, findings/recommendations and oversight actions are then recorded, made available via e-mail to projects and PRB members, and published on the PRB SharePoint site for the full countywide transparency.

Step 10: Risk Mitigation Status are taken and reported to PRB

Agency leadership, stakeholders and projects are expected to follow through agreed upon actions to mitigate risks, and report back to PRB. The report back can be included in the monthly project status updates, specifically requested reports, or e-mail notifications to PRB staff.

Additionally, the risk level report is reviewed and discussed monthly with the following stakeholders:

- The Risk Level report is reviewed monthly by the **CIO, KCIT Project Management Office Director and IT Governance Manager** for follow-up actions pertaining to potential risk mitigation strategies and recommended oversight actions.
- The Risk Level Report, including oversight actions, is reviewed monthly by the **CIO, Performance, Strategy and Budget (PSB) Director, Assistant Deputy County Executive and staffs from PSB and KCIT.**

Risk Level Criteria and Possible Actions

The risk oversight methodology currently includes three risk levels. Each risk level requires appropriate level of support and identifies initial actions. The risk level criteria and possible actions are provided below.

Risk Level 1:	
<ul style="list-style-type: none">• No Monthly Status Report for 2 or more months• Red or Yellow status for 2 or more months• Schedule: 4 week delay• Increase cost for a milestone/overall: 5%• No report on CIO/PRB Recommendations• No Baseline Schedule• No planned PRB release dates• Expenses exceed PRB Released Amount• Quarterly review of medium/high-risk projects• Expenses Exceed Funding Release Amount	<p>PEER SUPPORT</p> <p>Project meets with staff: PRB, PSB, and PMO to determine the course of action</p>

Risk Level 2:	
<ul style="list-style-type: none">• Significant Scope Change: scope yellow/red• Significant Schedule Change: 8 week• Significant Budget Change: 10%• Significant Benefit Realization Change• No Mitigation Plan• No Benefits Realization Plan• Issues around Funding Release by staff review• Significant risks to mission critical business	<p>CIO SUPPORT</p> <p>Project meets with the CIO to discuss a plan to address risks</p>

Risk Level 3:	
<ul style="list-style-type: none">• Major Scope, Schedule, Budget Changes• Major Benefits Realization Plan Changes• Major Issues around Funding Release by CIO's review• Major risks to mission critical business	<p>EXECUTIVE LEVEL SUPPORT</p> <p>Project meets with full PRB and Leadership for direction</p>

Appendix 1 includes samples of risk level notification letters sent by PRB to project stakeholders. Included are related samples of meeting minutes from the risk meeting with CIO (for risk level 2) and/or full PRB (for risk level 3), which includes the project and PRB mutually agreed risk mitigation actions.

Top Ten Benefits of Risked Based Oversight in King County

There are many benefits to IT and county business that have been observed and reported by stakeholders. Some of them are listed below.

1. No Project Left Behind

- Risk methodology is a proactive approach that identifies risks early and requires action early. It enables stakeholders to be notified early and mitigation steps to be taken early. The compounding of risks is minimized and projects are better positioned for success.

2. Reliance on/Adoption of the CIO Advice

- Many agencies have invited the CIO and/or his staff to serve on their steering committees.

3. Trust Among Stakeholders

- Projects trust that the PRB/CIO objective is to help projects succeed.
- Trust to bring issues forward ("red is good" – projects are encouraged to report true status and bring issues forward; reporting "yellow" or "red" indicates major issues on the project and is a project signal that help might be needed).
- Improved working relationship between projects and PRB staff (this is a direct result of transforming how we do oversight).

4. Collaboration Among Stakeholders to Help Project Success

- Among projects within KCIT
- Reliance on KCIT Project Management Office advice and guidance
- Collaboration with separately elected agencies
- Collaboration between the CIO, PRB Members and leadership, including both agency leadership and executive level leadership to help risk level 3 projects

5. Governance Engagement

- Business Management Council and Technology Management Board representative for agency are recipients of Risk Notification letters for their projects.
- BMC and TMB representatives are invited to discuss their agency projects, including status, successes, issues, and lessons learned; this builds countywide awareness about projects, and provides an opportunity for members to share and learn, and benefit from each other's experiences.

6. Business Analysis

- KCIT Business Analysts are getting engaged at the beginning of the projects, which contributes to a better start of the project and lesser risks.

7. Executive and Council Support and Leadership

- Focus on how successful the County is in completing projects and achieving value
- Transition to Bi-annual budgeting
- Approval mid-year executive proposed projects

8. Achieved Efficiencies

- Staff efficiencies through streamlined project reviews and funding releases

9. Establishing Threshold for Project Oversight

For projects under the threshold, county agencies can assume review and approval of funding release requests in accordance with an Agency IT Investment and Oversight Board Charter, when a charter is developed and provided to PRB.

The threshold is defined as:

- Project budget is less than or equal to \$250K, including all capital, grant and operating/"in-kind" costs; and
- Project duration is up to one year; and
- Total cost of ownership over five years is up to \$1M.

These projects are required to report to PRB their monthly status report and other required documents, as shown in Figure 1.

Projects over the threshold continue to present to the PRB funding releases and have full PRB oversight for funding releases and briefings.

10. Industry Recognition for King County Technology

In May 2012 King County was featured in a very positive write-up from Digital Communities on the County's IT Governance, specifically Strategic Advisory Council: [IT Governance Done Right](#).

In a December 2012 issue, Digital Communities published an article about the County's Project Review Board, and successful re-focus of its oversight to *Risk Based Oversight* – accomplished under the County's CIO's leadership: <http://www.digitalcommunities.com/articles/When-Good-Projects-go-Bad.html>

In this article, King County has been featured as a local government with a "well regarded" IT Governance model, including project oversight. Risk Based Oversight model focuses on identification of risks and engaging both the business and the technology stakeholders in mitigating risks and ultimately helping projects be successful.

Digital Communities is a program for local governments. The particular strength of Digital Communities is its focus on encouraging collaboration and creating productive relationships between and among cities, counties, regions and select private sector companies uniquely positioned to help improve the delivery of public services. Their web site <http://www.digitalcommunities.com/> provides a platform for government agencies to help operate more efficiently by sharing information and making better use of information computing technology resources.

KCIT Project Advisory and Oversight Service Level Agreement

The Project Advisory and Oversight Service commitments are detailed in the 2013 KCIT Service Catalog. In the 2014 catalog this will be reviewed and revised accordingly.

Project Advisory and Oversight Services

Service Description

Provides management and support of Project Review Board (PRB) advisory and oversight in their work to promote project success and advise on project risks.

Supports IT projects in reporting to PRB, and maintain documentation and repository for transparency and integrity of PRB work.

Services

Support to PRB for their Decision Making

- ✓ Review of project funding release requests and recommendations
- ✓ Identification of project risks and mitigation strategies
- ✓ Review of on average 800 project documents per year
- ✓ Reporting to PRB on projects at risk
- ✓ Track compliance with the countywide policy for IT project managers
- ✓ Create summary IT project portfolio status reports
- ✓ Manage quality assurance reviews for PRB and project sponsor
- ✓ Development of project reporting requirements for PRB reviews
- ✓ Periodic review and proposal for advancing PRB oversight
- ✓ Ensure compliance with King County Code for project oversight
- ✓ Review and revision of PRB Standard Operating Procedures
- ✓ Maintain web/SharePoint sites and publish PRB records: over 13,000 project documents, PRB decisions, actions, minutes

Support to IT Projects for PRB Reviews

- ✓ Support and training for project managers and other board members
- ✓ Identification of project risks and recommendations for projects
- ✓ Facilitate funding release request review and release with the CIO/PRB
- ✓ Meetings with PRB members and projects as needed

Assist Projects With:

- ✓ Project preparation for PRB reviews
- ✓ Policy requirements for project manager selection
- ✓ Preparing for a funding release and briefings
- ✓ Follow up on PRB recommendations and actions
- ✓ Providing access to PRB record of the project

- ✓ Guidance for monthly status reporting to PRB
- ✓ Coordination with Agency Oversight and Investment & Oversight Board
- ✓ Providing guidance for closing the project
- ✓ Providing status of County's IT project portfolio
- ✓ Reporting on projects in Annual Technology Report
- ✓ Coordinating with PMO, PSB, Council & Council Auditor staff

SERVICE LEVEL METRICS

Quality: percent of PRB Funding Release requests for which the project provided complete and required project documentation [Target SLA 100 %]

Timeliness: percent of PRB Funding Releases reviewed with a recommendation to CIO/PRB within two weeks of initial submittal, where no follow ups are required [Target SLA 90 %]

Customer Service: percent of IT Project Managers, BMC and TMB indicating Overall Satisfaction with PRB Oversight [Target SLA 90 %]

COST

- Mandated Service Allocation

CUSTOMER RESPONSIBILITIES

IT Projects

- Provide accurate and timely project information to PRB
- Provide monthly project status reports by the first of the month
- Follow PRB process and requirements for funding releases
- Provide planned timelines for requesting funding releases
- Provide project closeout report within one month after reporting project completion

Agencies

- Provide benefit realization report within one year after reporting project completion

PRB

- Direction and feedback for PRB staff on the PRB methodology and project review

King County Strategic Plan Alignment

Service Excellence:

- 1c. Improve local service delivery

Contacts: Gary Tripp, Zlata Kauzlaric **Escalation:** Bill Kehoe

B. Proposed Improvements over Current Methodology

Independent Oversight of KCIT-led Information Technology Projects

In King County, roles and responsibilities of the Chief Information Officer include both project oversight and project implementation. As an outcome of the recent consolidation of technology in the Executive branch and the CIO's dual role as department director and CIO, concerns have emerged on some levels related to independent oversight of KCIT projects.

The County's risk based oversight methodology is independent. This methodology is not selective – it is applied to all county projects, including KCIT-led projects.

Oversight for large countywide projects by an outside vendor complements the risk based methodology. The Chief Information Officer is supportive of engaging outside vendors to conduct quality assurance and support delivery of major KCIT-led projects underway in the County. One such project is Unified Communication (Lync).

The oversight consultant reports to the CIO and PRB. The threshold currently under consideration is that vendor provided oversight should be considered for projects over \$10 million in appropriation.

In addition to vendor oversight of large countywide projects, the Project Review Board can direct such engagement to projects under the threshold, as needed based on the project status and mitigation plans. In such instances, the oversight consultant reports to the project steering committee or PRB if warranted.

While a vendor provided oversight is an excellent approach to mitigate risks, it is important to be mindful and establish the right balance between the costs of such engagements, risks on the project and project ability to fund the vendor oversight. Any PRB directions related to vendor oversight are discussed and agreed upon with the project and agency leadership in advance. The newly implemented portfolio system and Project Review Board SharePoint site provide fully transparent information related to project oversight including the KCIT led projects.

Risk Level Criteria Applied to All projects

The risk level criteria used to assess and determine project risks are applied to all projects, and follow-up actions are followed through for all projects. The evidence of such approach is available through review of monthly risk reports, oversight actions and oversight records available countywide.

Increased Stakeholder Involvement

The risk based oversight methodology, as described in earlier sections of this report, is based on collaboration and partnerships among all stakeholders, both business and technology. Their joint roles and responsibilities significantly contribute to the success of a project.

The stakeholders include:

- Project teams
- Business Management Council and Technology Management Board representatives
- IT Service Delivery Managers in Executive branch
- IT managers in separately elected agencies
- Agency leadership
- Steering committees
- KCIT Project Review Board staff
- Project Management Office
- Performance, Strategy and Budget staff
- Project Review Board
- King County Council and staff

As frequently reported by the industry, the reason for project failures or hardships is inadequate executive engagement – from senior leadership, including the chief information officer, to business owners, whose operations and teams will be affected directly by the IT project. Business management can no longer delegate the responsibility for success of the technology projects solely to IT.

Project Stakeholders Roles

The risk based oversight in King County includes not only schedule and budget but also oversight of strategic alignment and delivery of expected benefits.

The **business owners** need to honestly assess their project delivery capabilities, available resources, partner with IT experts on planning and implementation, and be open to the proactive, effective oversight by the PRB and their agency leadership.

The risk based oversight, as described in the previous sections of this report, enables stakeholders to be actively involved in the project early and provide guidance and needed support to projects. That also focuses the **Project Review Board Oversight** to provide review, risk assessment, advice, guidance and support to implement mitigation strategies.

The various level of risk 1 to 3 indicated by PRB, ensure that higher risk projects receive the most attention and focus by the executive leadership and management in agencies. It also improves the oversight to enable for more timely and informed decision making.

In King County, the **Chief Information Officer** is very actively engaged in both project oversight and execution, and can engage the highest levels of county government to support projects at risk. The Project Review Board members each bring the expertise and high level of executive level support in the areas of budget, the County's internal service and the County's service to residents and partners.

The agency leadership and management and their Governance representatives have a close knowledge and influence over their agency resources and projects, business objectives and impacts. They are in position to more effectively create conditions to mitigate risks and implement mitigation strategies.

Through this stakeholders' collaboration and partnerships, the County's projects are better positioned to successfully complete and achieve expected outcomes.

Potential Further Improvements

King County Information Technology continues to focus on further service improvements achievable in the period 2013 - 2015. Those possible improvements under consideration include further maturing of:

- **risk oversight methodology**
 - further development and calibration of criteria for risk level to provide a greater level of specificity
 - further standardization of associated oversight actions for each risk level
 - risk notification process
 - follow-up risk mitigation plans

- **funding release process**
 - funding release process review and identification for further efficiencies and improvements
 - process for initial funding release to ensure proper project start
 - greater involvement of subject matter experts in project reviews:
 - Enterprise Architecture reviews

- Information Security and Privacy reviews
- Subject matter experts reviews
- Performance, Strategy and Budget reviews by analysts for specific business areas

- **portfolio system for oversight**
 - foster countywide adoption
 - develop additional reports and dashboards based on stakeholder needs

- **outreach and results**
 - performance reporting
 - customer satisfaction survey
 - partnership with project management office in the area of countywide project management methodology
 - name change for Project Review Board

C. Improvements to Promote Transparency in Project Review Board Process

Transparency in Project Review Board Process

Project Review Board transparency/accountability is one of the four tenets of oversight, along with risk oversight, customer service and project success. Improvements to transparency in the PRB process in 2013/2014 will be enabled by increased use of technology tools recently implemented, such as the portfolio system and SharePoint with newly available features.

Portfolio System

The recently implemented IT project portfolio Innotas represents the County's investment in both business and technology efficiency. The portfolio system will also provide greater transparency and ease of access to project status and oversight actions.

By logging into the portfolio system, countywide stakeholders, including King County Council, will have one stop access to:

- project status information
- record of oversight actions
- reports
- executive dashboards

The portfolio system for projects was rolled-out countywide in December of 2012. As of this writing, the project managers will be providing their third round of monthly status updates in the system. This replaces the previously provided monthly status reports via e-mail or by posting on the SharePoint site. This is a great efficiency for all stakeholders, as it minimizes the manual work and provides easy and instant access to up-to-date information. It is expected that the full adoption with projects providing complete set of expected data will take a few months.

The initial portfolio reports have been developed. Additional reports and dashboards will be developed as we move forward with system adoption, projects providing a full set of expected data, and requirements for further reports/dashboards.

The users of the system include project managers and project stakeholders, including the King County Council staff. The access, set-up and training will be provided to Council staff as requested. So far, the project has trained over 70 staff – including project managers and project administrators, system users from Performance Strategy and Budget and KCIT, and provided presentations to Business Management Council and Technology Management Board representatives.

Figure 4 below shows one of the portfolio system project screens – IT Governance tab for PRB staff to record the Project Review Board actions- decisions and oversight actions. Appendix A1 includes the full screen printout.

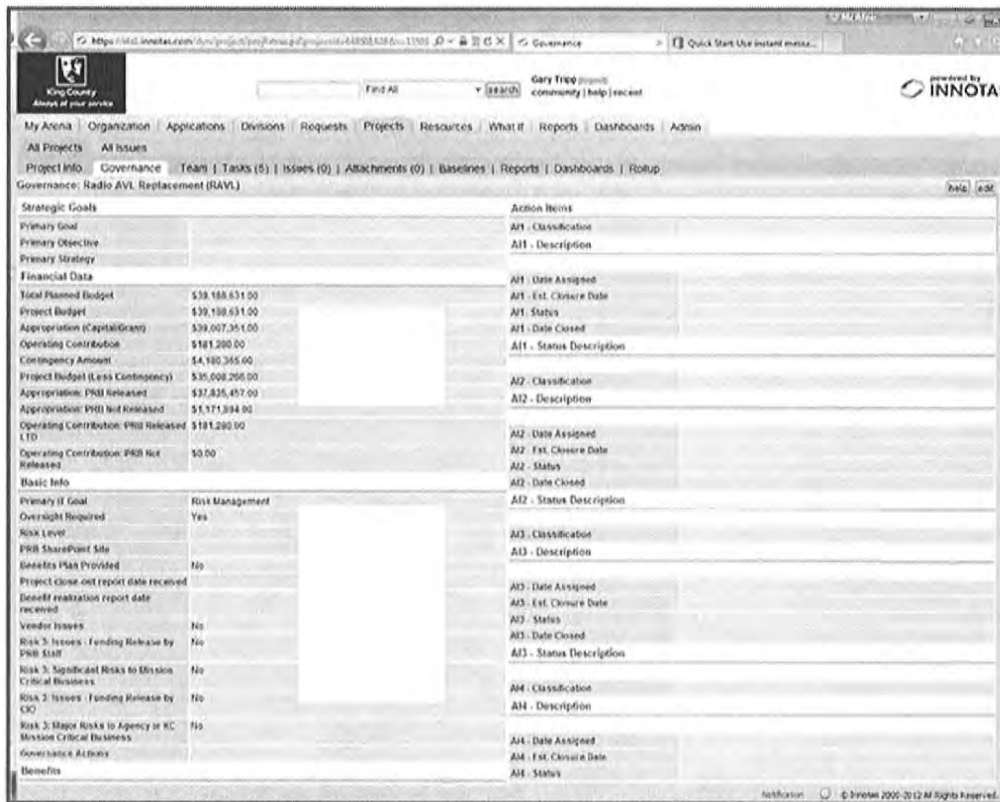


Figure 4 – Portfolio System Project Screen IT Governance Tab; Appendix A1 includes full screen printout

Figure 5 below shows one of the portfolio system project screens - IT Project tab: used by projects to update their status. The project managers are expected to update project status at least once a month. At this time, the risk report is refreshed at the beginning of each month and shared with stakeholders for review and action. Appendix A1 includes the full screen printout and the Monthly Project Status dashboard.

Basic Information		Dates	
ID	648501628	Project Start Date	05/15/2009
Project Number	0	Planned Project End Date	05/16/2013
Legacy Project Number	432680	PRM Baseline Start Date	07/01/2001
PSO Sharepoint site		PRM Baseline Complete Date	11/05/2012
Project Name	Radio AVL Replacement (RAVL)	Next Planned Release Milestone Deliverable	Project Closed
Project Manager	De La Cruz, Ray	Next Planned Release Date	09/20/2013
Priority		Project Close Date	09/20/2013
Project Type	Technology Modernization	Last Modified Date	01/20/2013 (4:29:16 PM PDT (details))
Agency/Department Information		Status Report Date	12/11/2012
Workgroups / Program	DOT-Transit Default Work Group	Progress	
Primary Sponsor	Kevin Deemond	Status	Active
Sponsors		Baseline Change	
Coordinating Division	DOT - Transit	PRM Phase	Implementation
Participating and / or Benefiting Work Groups	DOT-Transit Default Work Group	Financial Data	
Progress Summary		Appropriation (Capital/Grant)	\$39,007,351.00
Scope	Green	Project Budget	\$39,168,631.00
Scope Summary	No new scope-related issues or challenges	Operating Contribution	\$181,280.00
Schedule	Green	Contingency Amount	\$4,165,385.00
Schedule Summary	Tasks and deliverables in schedule. Overall project within target dates	Project Budget (Less Contingency)	\$35,003,250.00
Budget	Green	PRM Released	\$38,018,737.00
Budget Summary	Project spending on target	Total Expenditures	\$35,205,933.00
Milestones	Green	Billing Code	
Milestone Summary	Next major milestone on target with no critical path issues	Project Finances as of	12/11/2012
Resources	Green		
Resources Summary	No issues or conflicts with resource utilization		
Benefits			
Benefits Summary			
Mitigation Plan	No		
Service Resources			
IT Services	Radio Services		
IT Service Components	Radio Services		
IT Service Sub-Components			

Figure 5 – Portfolio System Project Screen IT Project Tab; Appendix A1 includes full screen printout

SharePoint Features

Automated e-mail notifications can be sent to stakeholders when:

- new project documentation has been provided to PRB and posted on PRB SharePoint site
- oversight report is published on the PRB SharePoint site
- risk meeting minutes are published on the PRB SharePoint site and actions are recorded in the portfolio system

All interested stakeholder need to set-up their SharePoint accounts to receive automated e-mail notifications. Upon receiving the notification e-mail stakeholders can determine from the information provided if they have an interest to review the specific project or a document. The direct link to the referenced SharePoint document is included in the e-mail so recipients can, with one mouse click, access the document.

A sample of automated notification e-mail is provided below, Figure 6.

One page instructions for users on how to sign-up for this service are provided in the Appendix 1.



Figure 6 –Automated E-mail Notification Example

Benefits and Efficiencies for Project Review Board Transparency

The improvements described above bring the following benefits and efficiencies, and greatly improve transparency of Project Review Board reviews and actions:

- provides easy and full access to information
- provides up-to-date information
- eliminates need to search for information in multiple sources, such as web site, folders, and SharePoint sites
- Automation about newly posted documents eliminates manual notifications and generates efficiencies for staff and stakeholders

- Automation about newly posted documents ensures that all interested are notified

Process to Notify Council when Projects Reach a High Risk Level

The process for notifying the County Council of high risk projects includes:

- Access to portfolio system and all project information available to Project Review Board. PRB staff is available to train council staff on use of portfolio system. The written instructions are included in the User's Guide on the SharePoint site.
- SharePoint feature for notifying e-mail recipients of newly posted materials, including the risk report, risk notification letters to sponsor and stakeholders, and follow-up meeting minutes and actions to address identified risks. PRB staff is available to train council staff on how to set up their accounts for automated e-mail notification from the PRB SharePoint site. The written instructions are included in the User's Guide on the SharePoint site.
- Monthly risk report, including information about high risk projects, is available for countywide use, including County Council and council staff. The report is easy to read and quickly references high risk projects.
- Council staff may consider having check-ins scheduled with PRB staff to review the risk report on a mutually agreed schedule – monthly or quarterly. These meetings may also include review of risk notification letters and follow up actions to mitigate risks.

A sample monthly IT Projects Risk Report is provided in Figure 5; Full report is included in the Appendix 1.

Figure 5 – Sample Monthly IT Projects Risk Report; Full report is included in the Appendix 1.

The risk report includes the following information:

- Agency
- Project Name
- PRB Oversight Action – brief description
- Project budget and status
- Risk categories 1 to 3, with specific risk criteria:
 - Risk level 1 and categories indicated in yellow color
 - Risk level 2 and categories indicated in orange color
 - Risk level 3 and categories indicated in red color
- Projects that have a risk: risk level and specific risk category(ies) within each level are marked with an X

Governance Institute Definition of Terms

Continuous improvement

The goals of continuous improvement (Kaizen) include the elimination of waste, defined as "activities that add cost but do not add value;" just-in-time (JIT) delivery; production load leveling of amounts and types; standardized work; paced moving lines; and right-sized equipment.

Governance

Ensures that stakeholder needs, conditions and options are evaluated to determine balanced, agreed-on enterprise objectives to be achieved; setting direction through prioritization and decision making; and monitoring performance and compliance against agreed-on direction and objectives

Governance of enterprise IT

A governance view that ensures that information and related technology support and enable the enterprise strategy and the achievement of enterprise objectives; this also includes the functional governance of IT, i.e., ensuring that IT capabilities are provided efficiently and effectively.

Maturity

In business, indicates the degree of reliability or dependency that the business can place on a process achieving the desired goals or objectives.

(Capability) Maturity Model (CMM)

Contains the essential elements of effective processes for one or more disciplines. It also describes an evolutionary improvement path from ad hoc, immature processes to disciplined, mature processes with improved quality and effectiveness.

Project

A structured set of activities concerned with delivering a defined capability (that is necessary but not sufficient, to achieve a required business outcome) to the enterprise based on an agreed-on schedule and budget.

Project portfolio

The set of projects owned by a company.

Source: <http://www.isaca.org/Pages/Glossary.aspx>

Appendix 1 – Project Review Board Oversight Methodology and Reports

The appendix includes the following information:

PRB Process and Oversight Methodology

1. IT Projects Budget Approval and PRB Oversight Process Chart
2. IT Projects PRB Risk Based Oversight Chart
3. IT Project Advisory Review and Oversight Service, 2013 Catalog
4. Streamlining Information Technology Governance, May 2011
5. PRB Intranet Website

Example of Innotas Portfolio Project Status

1. Screenshots of Innotas Portfolio Project Information
2. Governance Tabs for Transit Radio project (RAVL)
3. Monthly Project Status Dashboard for RAVL Project

Risk Level Notification Letters and Meeting Minutes

1. Risk Level 1 Notification Letter for DPER Permit Integration
2. Risk Level 2 CIO Meeting Minutes for KCIT Two Factor Authentication
3. Risk Level 3 Notification Letter for DPER Permit Integration
4. Risk Level 3 PRB Meeting Minutes for DDES Permit Integration

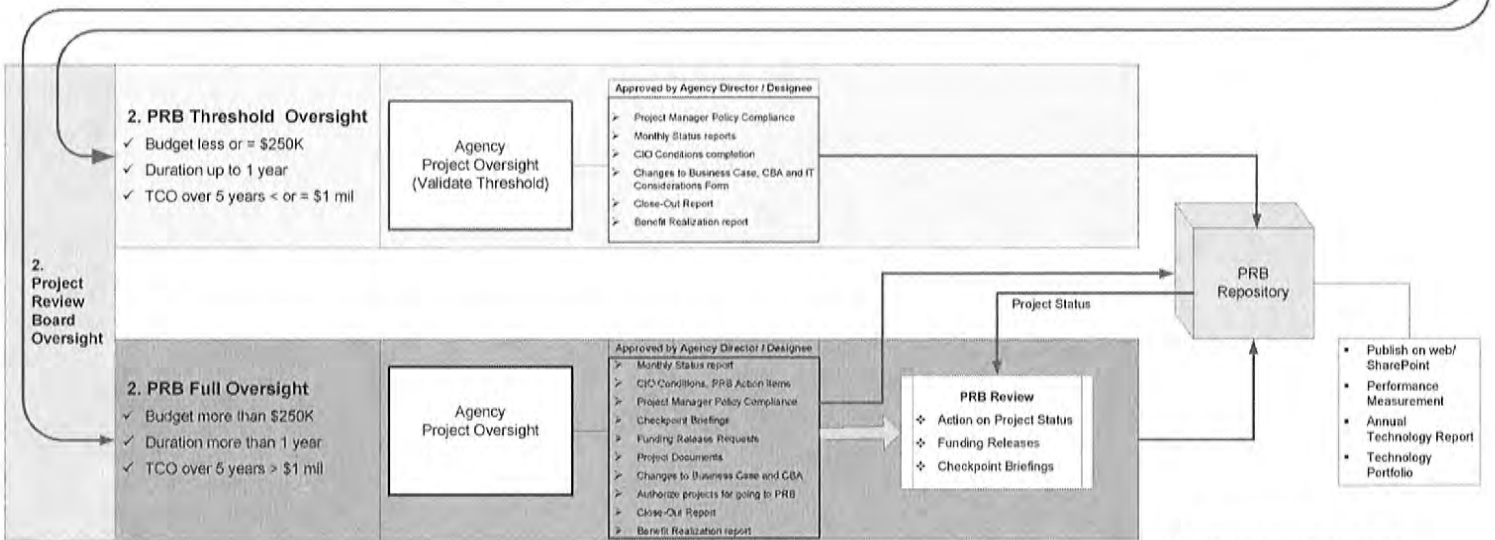
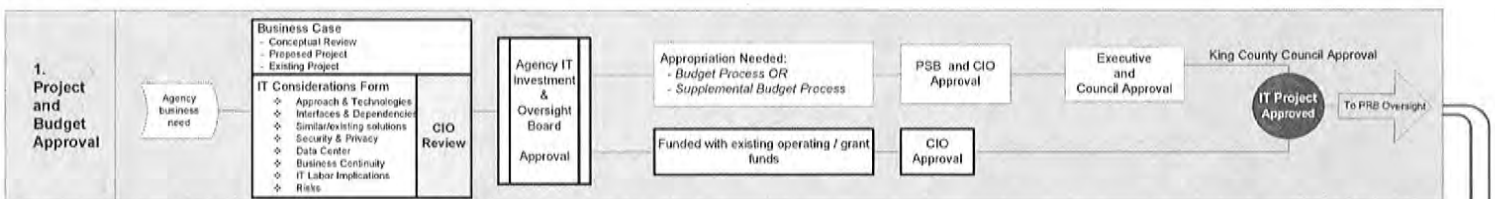
Example Reports – Jan 2013

1. Project Portfolio Status Report
2. Master Project List Report
3. Project and Program List Report – “watch list”
4. Project Financials Report
5. Risk Report

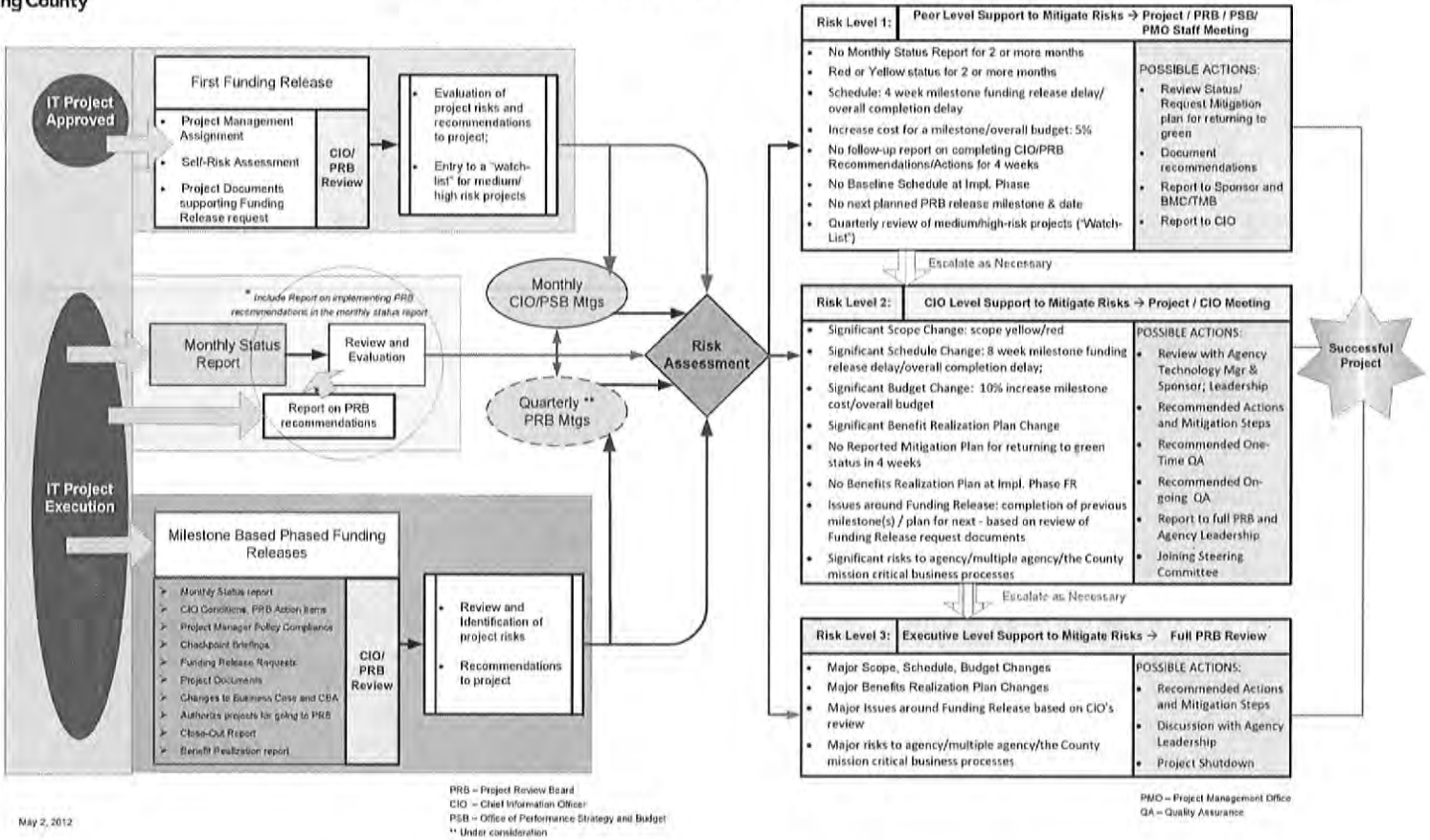
User’s Guides

1. PRB SharePoint Website
2. Innotas Project Portfolio Management: Project User Guide
3. User Guide Appendix: Project Information Fields Descriptions

PRB Process and Oversight Methodology



PSB – Office of Performance, Strategy and Budget
 CIO – Chief Information Officer
 CBA – Cost Benefit Analysis
 TCO – Total Cost of Ownership, includes project and OSM costs
 OSM – Operations and Maintenance, after project completion



IT Project Advisory Review & Oversight

DESCRIPTION: Provides management and support of Project Review Board (PRB) advisory and oversight in their work to promote project success and advise on project risks.

Supports IT projects in reporting to PRB, and maintain documentation and repository for transparency and integrity of PRB work.

INCLUDES

Support to PRB for their Decision Making

- ✓ Review of project funding release requests and recommendations
- ✓ Identification of project risks and mitigation strategies
- ✓ Review of on average 800 project documents per year
- ✓ Reporting to PRB on projects at risk
- ✓ Track compliance with the countywide policy for IT Project Managers
- ✓ Create summary IT Project Portfolio status reports
- ✓ Manage Quality Assurance Reviews for PRB and Project Sponsor
- ✓ Development of project reporting requirements for PRB reviews
- ✓ Periodic review and proposal for advancing PRB oversight
- ✓ Ensure compliance with King County Code for project oversight
- ✓ Review and revision of PRB Standard Operating Procedures
- ✓ Maintain web/SharePoint sites and publish PRB records: over 13,000 project documents, PRB decisions, actions, minutes

Support to IT Projects for PRB Reviews

- ✓ Support and training for project managers and other board members
- ✓ Identification of Project Risks and Recommendations for projects
- ✓ Facilitate funding release request review and release with the CIO/PRB
- ✓ Meetings with PRB members and projects as needed

Assist Projects With:

- ✓ Project Preparation for PRB Reviews
- ✓ Policy requirements for Project Manager Selection
- ✓ Preparing for a Funding Release and briefings
- ✓ Follow up on PRB Recommendations and Actions
- ✓ Providing Access to PRB Record of the Project
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Agencies

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PRB

- Direction and feedback for PRB staff on the PRB methodology and project review

King County Strategic Plan Alignment

Service Excellence:

- 1c. Improve local service delivery

Contacts: Gary Tripp, Zlata Kauzlaric

Escalation: Bill Kehoe

Streamlining Information Technology Governance

Summary

King County Information Technology (IT) Governance is composed of Strategic Advisory Council, Business Management Council, Technology Management Board and Project Review Board (PRB). These IT governing bodies serve in an advisory capacity to King County Executive and the Chief information Officer in carrying out duties related to strategic and tactical technology initiatives and operations.

In 2010, under the CIO's leadership, the Information Technology Governance carried out significant streamlining changes that contributed to generating efficiencies in its business processes. The efficiencies have been generated either by reducing the number of IT Governance deliverables, or reducing time needed to create deliverables.

The achieved efficiencies are based on the reduction of staff hours in Office of Information Resource Management and countywide, which translates to an estimated amount of \$193K. The OIRM staff has been assigned to work on defining and managing IT Services and Products.

Streamlining generated efficiencies of \$193K based on estimated reduction of staff hours countywide. A portion of those hours has been re-directed to new work on IT Services and Products.

Streamlining Project Review Board Oversight Process

PRB provides oversight to King County's IT projects. The CIO chairs PRB; the members include County's Deputy Executive Assistant, Budget director and director of Department of Executive Services. The following objectives have been set for streamlining PRB oversight:

1. Achieve Efficiencies
2. Focus oversight on promoting project success
3. Maintain transparency of PRB's actions & decisions
4. Increase IT project management skills and use of countywide IT project management methodology

In 2010, 104 technology projects were in PRB's oversight with a total investment of \$322 million.

The streamlining process started in the Q3/2010 to complete in Q2/2011. The following sections provide more detail on how these four objectives have been met.

Streamlining Information Technology Governance

1. Achieving Efficiencies

The efficiencies have been achieved in multiple PRB oversight areas described below; they are estimated at \$151K.

1.1. PRB Meetings

The regularly scheduled two-hour monthly PRB meetings for funding releases and briefings are no longer held.

The PRB members have delegated the release of funds to IT projects to the CIO. The CIO will meet with project teams only if there are issues that need to be discussed before releasing requested funds. Meetings with full PRB will be scheduled only when needed and as determined by the CIO.

Eliminating the monthly PRB meetings has generated efficiencies of estimated 528 hours or \$ 43,680.

The PRB members, the County's IT project teams, executive level sponsors, PRB staff are no longer required to prepare for and attend PRB meetings, which results in significant time now available for other work.

1.2. Establishing Threshold for Project Oversight

PRB established IT project threshold level oversight. Projects under the threshold level do not come to PRB for funding releases and briefings. The threshold is defined as:

- Project budget is less than or equal to \$250K, including all capital, grant and operating/"in-kind" costs; and
- Project duration is up to one year; and
- Total cost of ownership over 5 years is up to \$1M.

For projects under threshold, the County agencies can assume review and approval of funding release requests in accordance with Agency IT Investment and Oversight Board Charter, when the Charter is developed and provided to PRB. Projects over threshold continue to present to the PRB funding releases and have full PRB oversight for funding releases and briefings.

Other related changes include:

Streamlining Information Technology Governance

- Reducing number of required project documents to be provided to PRB for funding releases and oversight.
- Delegating signature approval: Agency directors may choose to delegate approval of project documents provided to PRB, such as monthly status report and funding release requests.
- CIO approves requests for Mid-year projects funded from the existing operating or grant funds. The Budget Office approval is no longer required.
- The streamlining change being implemented at this time is for the PRB/CIO to delegate IT equipment replacement funding releases to Agency IT Investment and Oversight Boards.

1.3. Streamlining Project Reviews

The monthly PRB staff internal meetings for project reviews are no longer held. These one hour long meetings included six staff members each focusing on review of their specific areas of responsibility.

PRB staff members from OIRM/IT Governance continue to conduct monthly reviews of project monthly status reports, create summary project portfolio reports for PRB, review funding release requests and briefings, and generate staff reports for PRB. They maintain PRB records and make them available countywide. Their review process has been streamlined and some of the deliverables have been eliminated:

By focusing the PRB staff review and eliminating comprehensive review of all project materials, and providing only essential summary reports to PRB, generated efficiencies are estimated at \$107,389.

- No set timelines for submittal of funding release requests or briefing materials to PRB; Projects provide materials when ready.
- PRB Staff review cycle of project materials remains up to two weeks, and is focused specifically on identification of project risks. A comprehensive review of project materials and follow-ups with project teams for revisions/corrections or providing additional information has been eliminated.
- Number of summary reports has been downsized to the necessary minimum.
- Using new technologies, such as SharePoint, has been a factor in reducing the PRB staff time needed to post project materials on the web. The projects are migrating

Streamlining Information Technology Governance

to posting their materials on SharePoint instead of providing them to PRB staff via e-mail, for their review and processing.

2. Focusing oversight on promoting project success

There are three major focus areas of the streamlined project oversight that promote project success.

Risks Evaluation. The project reviews are targeted specifically on identification of project risks and recommendations to project teams for moving forward in a way to mitigate the risks and promote project success.

Quality Assurance. If there are indications that a project may be experiencing significant risks to their scope, schedule and budget, PRB/CIO can recommend conducting quality review of the project. The objective of quality review is to provide recommendations for corrective actions and bringing the project back on track. Such reviews may be conducted internally, or with hired consulting resources.

Outreach to Projects. Another important oversight focus is to identify projects that may need help and offer them assistance by involving PRB/CIO. The CIO has been instrumental in promoting this approach in multiple ways: Adding additional technical resources to projects lacking specific expertise; Joining projects Steering Committees; Involving CIO's subject matter experts to advise projects on specific project management or technical areas; Discussions with vendors; Encouraging and inviting projects to bring issues and problems forward and ask for help in resolving them.

Proposed Name Change for PRB. In accordance with focusing oversight on promoting IT project success, the Executive has proposed for Council action a code revision to change Project Review Board to Project Advisory Board.

3. Maintaining transparency of PRB 's actions and decisions

All project materials provided for PRB reviews for funding releases and briefings, monthly status reports, PRB decisions and actions are available on the King County Intranet. With the availability of the SharePoint environment for countywide use, the projects teams now can post their materials themselves, without PRB staff and web publisher's involvement. That has contributed to further efficiencies without compromising transparency of PRB oversight.

Streamlining Information Technology Governance

4. Increasing IT project management skills

Streamlining of Project Review Board processes has been, in great extent, enabled by a parallel effort to establish a coordinated Project Management Center of Excellence (PMO). PMO's roles include providing: Functional support for the County's IT project managers; Project management tools, disciplines, training; Practical support for project management; Standards for communications, methods; and ensuring quality through best practices. It further creates a community of practitioners for shared assistance and knowledge exchange.

The major values the PMO focuses on are: Enhancing project performance and results; Improving resource coordination; and Increase delivery of business benefits.

The efforts to increase IT project management skills, adopt countywide project management methodology and standard IT project delivery methods contribute to reducing burden of "compliance" with PRB processes for IT projects.

Streamlining BMC and TMB work generated efficiencies of estimated \$42,277.

Streamlining BMC/TMB/SAC

The staffs from OIRM provide management and support of BMC, TMB and SAC work. They prepare and facilitate monthly (BMC and TMB) and SAC meetings (twice a year), maintain the meeting records and make them available countywide.

Their work process has been streamlined and some of the deliverables have been eliminated. More emphasis has been put on the governance members proposing the meetings discussion topics. The meeting presenters create and upload their materials to the SharePoint sites created specifically for each of the governance bodies. The meeting minutes capture decisions and actions, and no longer a detail discussion points.

The resource requirement has been brought down from approximately 5/6 staff in 2010 to estimated 7/12 staff in May 2011.

* End Report *



2423 P R K Q M Y H D S I S E R R M E I I

KCIT

Innovative and effective information technology management

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- PRB**
- IT Project Oversight: to May 2011
- IT Project Oversight: June 2011
- IT Equip. Replacement
- Reports
- Security and Privacy
- About us



Project Review Board

Project Review Board (PRB)

Purpose: To provide high-level oversight of all information technology projects underway at the county. This includes release of funds to projects, monthly monitoring and review of benefits expected and realized.

Background: The Project Review Board was established by Ordinance #14155 in July 2001. It is chaired by the Chief Information Officer and includes the Budget Director, the Assistant County Executive, and the Director of the Department of Executive Services.

IT Projects: [Budget Approval and Project Review Board Oversight - process chart](#)

IT Projects: [Project Review Board Risk Based Oversight - risk chart](#)

Need a funding release?

These three documents are only required for the project's *first* funding release request.

- [Project Management Selection](#)
- [Project Self-Rating Form](#)
- [Project Charter](#)

- [Funding Release Request Form](#)
- [Work Plan](#) for this funding release with milestones and deliverables

- [Updated Project Status in the Innotas Project Portfolio Management System](#)
- [Benefit Realization Plan](#)
- [Business Case / Cost Benefit Analysis Spreadsheets](#) (optional - only needed if updated)
- [IT Considerations form](#) (optional - only needed if updated)

No changes? You can use the same documents from the previous Funding Release Request

Need further information on the PRB process and funding release deliverables? See the [Project Manager Guide to PRB Reviews](#).

Need to brief the PRB? [Briefing Presentation Template](#)

Projects under Threshold: For projects under threshold, agencies can review and approve funding release requests in accordance with a PRB approved Agency IT Investment and Oversight Board Charter. [Agency IT Investment and Oversight Board Charter - Template](#)

Projects under the threshold level do not need to come to PRB for funding releases and briefings. The threshold is defined as: 1) Project budget is less than or equal to \$250K, including all capital, grant and operating/ in-kind costs; and 2) Project duration is up to one year; and 3) Total cost of ownership over 5 years is up to \$1M. Projects under the threshold level will need to provide other required documents as shown below.

Monthly Status Reports: [Provide Project Status in the Innotas Project Portfolio Management System](#)

Project Close-out and Benefit Realization:

- [Project close-out report](#)
- [Benefit realization report](#)

PRB Records:

- [IT Projects in PRB Oversight](#) (from June 2011)
- [IT Projects in PRB Oversight](#) (through May 2011)
- [Past PRB Meetings \(Agenda/Handouts/Minutes\)](#)
- [PRB Decision Report](#) (on SharePoint)
- [PRB Open Action Item Report for IT Projects](#) (on SharePoint)

Mid-Year Project Approval:

[Process for Mid-Year IT Project Approval Request](#) - (October, 2010)

Contact Information IT Services Manager: Zlata Kauzlaric , 263-7896	IT Project Review Manager Gary Trapp , 263-7995
--	--

[TO TOP](#)

Updated: Jan. 8, 2013

PRB Meeting Information:

[PRB Meeting Norms](#)
(August 2011)

[Scheduling with the PRB](#)
(October 2010)

Related Links

[KCIT Enabling Legislation](#)

[Business Case Tools](#)

[IT Equipment Replacement](#)

[IT Consulting Services Roster](#)

[Quality Assurance/Oversight](#)

[TOR Toolkit](#)

[IT Project Management Office](#)

[Project Management Methodology \(PMM\)](#) (PMCOE SharePoint site)

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Attachment A

[IT Governance](#) | [IT Policies](#) | [IT Project Management Office](#) | [IT Services](#) | [Performance Measurement](#) | [PRB Reports](#) | [Security and Privacy](#) | [About us](#)

intranet

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Site Actions | Browse | Page | Tripo, Gary

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People and Groups

Welcome to Project Review Board (PRB)!

PRB focuses on promoting IT project success: It advises projects on risks and provides support for successful project completion.

Decisions and Action Items

Decisions
Action Items

Monthly Funding Releases, Briefings, Meetings, PRB Records, Project Portfolio Reports

By Month (from June 2011)
By Month (through May 2011)

Projects by Agency: Funding Releases, Briefings, Meetings, PRB Records, Close-out Reports

Projects by Agency (from June 2011)
Projects by Agency (through May 2011)

Monthly Status Reports

Monthly Status Reports (from Nov 2012)
Monthly Status Reports (from March 2011)
Monthly Status Reports (through February 2011)

Project Review Board (Internet)

Project Review Board (Internet)

Innotas Portfolio Management

Innotas Portfolio Management Support
Innotas Project User Guide

How to Navigate this Site:

User Guide

Need a Funding Release?

Project Review Board (Internet) - Funding Release Form

Need Assistance?

Last Name	First Name	Business Phone	E-mail Address
Kauliane	Zlata	(206) 263-2896	Zlata.Kauliane@kingcounty.gov
Tripo	Gary	(206) 263-2995	Gary.Tripo@kingcounty.gov

◆ Add new item

Contact Zlata and Gary for assistance with:

- Project Start-up and PRB Reviews
- Assigning Project Manager
- Preparing Project for a Funding Release
- Preparing Project for a Briefing
- Coordinate with Projects for PRB Recommendations & Action Items
- Providing Access to PRB Record of the Project
- Guidance for Monthly Status Reporting to Project Review Board
- Assessing Project Risks
- Supporting Agency Oversight and Investment & Oversight Board
- Managing Quality Management (QM) / Quality Assurance (QA) Review for PRB and Project Sponsor
- Facilitating Relationships with PRB, Council & Council Auditor Staff to Advocate for the Project
- Providing Guidance for Closing the Project
- Providing Status of County's IT Project Portfolio

Example of Innotas Project Status

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Attachment A



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My Arena Organization Applications Divisions Requests Projects Resources What If Reports Dashboards Admin

All Projects All Issues

Project Info Governance Team Tasks (5) Issues (0) Attachments (0) Baselines Reports Dashboards Rollup

Project Info: Radio AVL Replacement (RAVL)

Basic Information		Dates	
ID	648501628	Project Start Date	05/15/2006
Project Number	0	Planned Project End Date	05/31/2013
Legacy Project Number	432689	PMM Baseline Start Date	07/01/2001
PMO SharePoint site		PMM Baseline Complete Date	11/30/2012
Project Name	Radio AVL Replacement (RAVL)	Next Planned Release Milestone Deliverable	Project Closeout
Project Manager	De La Cruz, Ray	Next Planned Release Date	09/30/2013
Priority		Project Close Date	09/30/2013
Project Type	Technology Modernization	Last Modified Date	01/20/2013 04:49:29 PM PST (details)
Agency/Department Information		Status Report Date	12/31/2012
Workgroups / Program	DOT-Transit-Default Work Group	Progress	
Primary Sponsor	Kevin Desmond	Status	Active
Sponsors		Baseline Change	
Coordinating Division	DOT - Transit	PMM Phase	Implementation
Participating and / or Benefiting Work Groups	DOT-Transit-Default Work Group	Financial Data	
Progress Summary		Appropriation (Capital/Grant)	\$39,007,351.00
Scope	Green	Project Budget	\$39,188,631.00
Scope Summary	No new scope-related issues or challenges	Operating Contribution	\$181,280.00
Schedule	Green	Contingency Amount	\$4,180,365.00
Schedule Summary	Tasks and deliverables on schedule, Overall project within target dates	Project Budget (Less Contingency)	\$35,008,266.00
Budget	Green	PRB Released	\$38,016,737.00
Budget Summary	Project spending on target	Total Expenditures	\$35,205,933.00
Milestones	Green	Billing Code	
Milestone Summary	Next major milestone on target with no critical path issues	Project Finances as of	12/31/2012
Resources	Green		
Resources Summary	No issues or conflicts with resource utilization		
Benefits			
Benefits Summary			
Mitigation Plan	No		
Service Resources			
IT Services	Radio Services		
IT Service Components	Radio Services		
IT Service Sub-Components			

Project Description
 The TRS project replaces the existing transit 450 MHz system with a new 700 MHz system to provide voice and data communications for all transit stakeholders. It also integrates with other on-board systems, all continuity throughout the replacement period.

Senior Management Summary

1. Radio installations for OBS/CCS were completed in December! A small number of coaches were not installed with TRS radios or OBS, because they are scheduled to be retired in a February.
2. Motorola implemented microwave path changes to alleviate interference that had been degrading system performance. A report was provided that indicated most of the issues, but not all, were resolved. A dire from Capital Hill to the Transit Control Center (TCC), is being considered.
3. System maintenance training for Radio Maintenance personnel is on schedule and will be completed in May 31, 2013.

Open PRB or CIO Action Items and Status

Key Accomplishments for this period

1. A total of 157 non-revenue mobile users and 332 portable users have been migrated to the TRS.

Key Activities for next period

1. Continue to install mobile radios to migrate remaining non-revenue users to the TRS.
2. Continue system maintenance training for Radio Maintenance personnel.

Notes

Status Comments

All Project Portfolios

Portfolio	% to Include	Owner	Category	Status	Start Date	Target Date	Complete Date
-----------	--------------	-------	----------	--------	------------	-------------	---------------

Project Settings: Radio AVL Replacement (RAVL)

PMO Locked	No	Scheduling	
General		Schedule From Date	10/29/2012
Health Profile	None	Effective Base Calendar	Standard 9-5

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Attachment A

Role Estimates Option Bottom-Up
 Resource Allocation Option Bottom-Up
 Alternate TS Approver
 Can Be Template No

 New Tasks Automatic
 Tasks Critical If Slack Days Less Than Or Equal To 0
 Requires Rescheduling No
 Conversion for Tasks-Hours per day 8.00
 Conversion for Tasks-Hours per week 40.00

All Alert Routes

Alert	Route ID	Route Details
Issue Modification	50	Current owner will be notified for All Projects
Issue Creation	60	Current owner will be notified for All Projects
Project Modification	100	Current owner will be notified for All Projects
Task Modification	80	Current owner will be notified for All Projects
Project Creation	90	Current owner will be notified for All Projects
Task Creation	70	Current owner will be notified for All Projects

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Attachment A



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My Arena Organization Applications Divisions Requests Projects Resources What If Reports Dashboards Admin

All Projects All Issues

Project Info Governance Team | Tasks (5) | Issues (0) | Attachments (0) | Baselines | Reports | Dashboards | Rollup

Governance: Radio AVL Replacement (RAVL)

Strategic Goals		Action Items
Primary Goal		AI1 - Classification
Primary Objective		AI1 - Description
Primary Strategy		
Financial Data		AI1 - Date Assigned
Total Planned Budget	\$39,188,631.00	AI1 - Est. Closure Date
Project Budget	\$39,188,631.00	AI1 - Status
Appropriation (Capital/Grant)	\$39,007,351.00	AI1 - Date Closed
Operating Contribution	\$181,280.00	AI1 - Status Description
Contingency Amount	\$4,180,365.00	
Project Budget (Less Contingency)	\$35,008,266.00	AI2 - Classification
Appropriation: PRB Released	\$37,835,457.00	AI2 - Description
Appropriation: PRB Not Released	\$1,171,894.00	
Operating Contribution: PRB Released LTD	\$181,280.00	AI2 - Date Assigned
Operating Contribution: PRB Not Released	\$0.00	AI2 - Est. Closure Date
Basic Info		AI2 - Status
Primary IT Goal	Risk Management	AI2 - Date Closed
Oversight Required	Yes	AI2 - Status Description
Risk Level		AI3 - Classification
PRB SharePoint Site		AI3 - Description
Benefits Plan Provided	No	
Project close-out report date received		AI3 - Date Assigned
Benefit realization report date received		AI3 - Est. Closure Date
Vendor Issues	No	AI3 - Status
Risk 3: Issues - Funding Release by PRB Staff	No	AI3 - Date Closed
Risk 3: Significant Risks to Mission Critical Business	No	AI3 - Status Description
Risk 3: Issues - Funding Release by CIO	No	AI4 - Classification
Risk 3: Major Risks to Agency or KC Mission Critical Business	No	AI4 - Description
Governance Actions		AI4 - Date Assigned
Benefits		AI4 - Est. Closure Date
Tangible Expected Benefits		AI4 - Status
		AI4 - Date Closed
		AI4 - Status Description
Intangible Expected Benefits		AI5 - Classification
		AI5 - Description
Annual Appropriations		
BA1-Year	2002	AI5 - Date Assigned
BA1-Capital Amount	\$126,102.00	AI5 - Est. Closure Date
BA1-Grant Amount	\$0.00	AI5 - Status
BA1-Operating Amount	\$0.00	AI5 - Date Closed
BA1-Comments		AI5 - Status Description
BA2-Year	2002	AI6 - Classification
BA2-Capital Amount	\$977,437.00	AI6 - Description
BA2-Grant Amount	\$0.00	
BA2-Operating Amount	\$0.00	AI6 - Date Assigned
BA2-Comments		AI6 - Est. Closure Date
BA3-Year		AI6 - Status
BA3-Capital Amount	\$523,000.00	AI6 - Date Closed
BA3-Grant Amount	\$0.00	AI6 - Status Description
BA3-Operating Amount	\$0.00	
BA3-Comments		AI7 - Classification
BA4-Year	2004	AI7 - Description
BA4-Capital Amount	\$1,402,287.00	AI7 - Date Assigned
BA4-Grant Amount	\$0.00	AI7 - Est. Closure Date
BA4-Operating Amount	\$0.00	AI7 - Status
BA4-Comments		AI7 - Date Closed
BA5-Year	2005	AI7 - Status Description

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BA5-1 Year	2005		
BA5-Capital Amount	\$4,655,778.00		AI8 - Classification
BA5-Grant Amount	\$0.00		AI8 - Description
BA5-Operating Amount	\$0.00		
BA5-Comments			
			AI8 - Date Assigned
			AI8 - Est. Closure Date
			AI8 - Status
			AI8 - Date Closed
			AI8 - Status Description
BA6-Year	2005		
BA6-Capital Amount	\$17,325,973.00		AI9 - Classification
BA6-Grant Amount	\$19,073,900.00		AI9 - Description
BA6-Operating Amount	\$0.00		
BA6-Comments			
			AI9 - Date Assigned
			AI9 - Est. Closure Date
			AI9 - Status
			AI9 - Date Closed
			AI9 - Status Description
BA7-Year	2008		
BA7-Capital Amount	\$4,131,474.00		AI9 - Classification
BA7-Grant Amount	\$0.00		AI9 - Description
BA7-Operating Amount	\$0.00		
BA7-Comments			
			AI9 - Date Assigned
			AI9 - Est. Closure Date
			AI9 - Status
			AI9 - Date Closed
			AI9 - Status Description
BA8-Year	2007		
BA8-Capital Amount	\$3,575,211.00		AI10 - Classification
BA8-Grant Amount	\$0.00		AI10 - Description
BA8-Operating Amount	\$68,803.00		
BA8-Comments			
			AI10 - Date Assigned
			AI10 - Est. Closure Date
			AI10 - Status
			AI10 - Date Closed
			AI10 - Status Description
BA9-Year	2008		
BA9-Capital Amount	\$0.00		AI10 - Classification
BA9-Grant Amount	\$0.00		AI10 - Description
BA9-Operating Amount	\$293,657.00		
BA9-Comments			
\$120,823 in operating funds were added on January 2008 monthly report. \$172,833 from 2009. Not all operating funds appear to have been used.			AI10 - Date Assigned
			AI10 - Est. Closure Date
			AI10 - Status
			AI10 - Date Closed
			AI10 - Status Description
BA10-Year	2011		
BA10-Capital Amount	(\$12,783,811.00)		AI11 - Classification
BA10-Grant Amount	\$0.00		AI11 - Description
BA10-Operating Amount	(\$181,280.00)		
BA10-Comments			
Transferred to OBS/CCS project for CCS.			AI11 - Date Assigned
			AI11 - Est. Closure Date
			AI11 - Status
			AI11 - Date Closed
			AI11 - Status Description
			AI12 - Classification
			AI12 - Description
			AI12 - Date Assigned
			AI12 - Est. Closure Date
			AI12 - Status
			AI12 - Date Closed
			AI12 - Status Description
			AI13 - Classification
			AI13 - Description
			AI13 - Date Assigned
			AI13 - Est. Closure Date
			AI13 - Status
			AI13 - Date Closed
			AI13 - Status Description
			AI14 - Classification
			AI14 - Description
			AI14 - Date Assigned
			AI14 - Est. Closure Date
			AI14 - Status
			AI14 - Date Closed
			AI14 - Status Description
			AI15 - Classification
			AI15 - Description
			AI15 - Date Assigned
			AI15 - Est. Closure Date
			AI15 - Status
			AI15 - Date Closed
			AI15 - Status Description

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AI16 - Classification
AI16 - Description

AI16 - Date Assigned
AI16 - Est. Closure Date
AI16 - Status
AI16 - Date Closed
AI16 - Status Description

AI17 - Classification
AI17 - Description

AI17 - Date Assigned
AI17 - Est. Closure Date
AI17 - Status
AI17 - Date Closed
AI17 - Status Description

AI18 - Classification
AI18 - Description

AI18 - Date Assigned
AI18 - Est. Closure Date
AI18 - Status
AI18 - Date Closed
AI18 - Status Description

AI19 - Classification
AI19 - Description

AI19 - Date Assigned
AI19 - Est. Closure Date
AI19 - Status
AI19 - Date Closed
AI19 - Status Description

AI20 - Classification
AI20 - Description

AI20 - Date Assigned
AI20 - Est. Closure Date
AI20 - Status
AI20 - Date Closed
AI20 - Status Description

Funding Releases

FR1-Decision

D032106-01: The Board members present approved the release of \$31,145,944 for the PI DOT: Radio/AVL, contingent upon Council Proviso lift, and with the new action item # A03 budget appropriation for the project for 2006 is \$44,084,477 of which \$12,938,533* remain February 2006 monthly monitoring report included \$2,852,562 in Life to Date (LTD) expen were not released by PRB, funds available for future releases by PRB as of date are: \$12, \$10,085,971

FR1-Date Enacted

FR1-Capital Amount Released	\$31,145,944.00
FR1-Grant Amount Released	\$0.00
FR1-Operating Amount Released	\$0.00
FR1-Contingency Amount Released	\$0.00

FR1-Vote Count/Comments

Members in attendance agreed.

FR2-Decision

D041707-02: DOT: Radio AVL Replacement - The Board members present approved the contingency funds for phase IIib. Total budget appropriation for the project is \$51,791,182 remains unreleased.

FR2-Date Enacted

FR2-Capital Amount Released	\$641,116.00
FR2-Grant Amount Released	\$0.00
FR2-Operating Amount Released	\$0.00
FR2-Contingency Amount Released	\$641,116.00

FR2-Vote Count/Comments

Members in attendance agreed.

FR3-Decision

D122210-01: DOT - Radio AVL Replacement (RAVL): The Chief Information Officer appr in contingency funds for Phase IIib. Total capital/grant budget appropriation is \$51,791,18 remains unreleased. Total operating budget appropriation is \$362,660 of which \$0 remain contingency budget appropriation is \$5,629,427 of which \$3,465,255 remains unreleased.

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FR3-Date Enacted	
FR3-Capital Amount Released	\$819,526.00
FR3-Grant Amount Released	\$0.00
FR3-Operating Amount Released	\$0.00
FR3-Contingency Amount Released	\$819,526.00

FR3-Vote Count/Comments

CIO approved

FR4-Decision

D102712-01: The Chief Information Officer, on behalf of the PRB, approved the release of \$1,433,676 in contingency funds for the Implementation/Close-Out Phases. Total approved \$38,188,631 of which \$1,085,532 in contingency funds remains unreleased.

FR4-Date Enacted	
FR4-Capital Amount Released	\$2,762,147.00
FR4-Grant Amount Released	\$0.00
FR4-Operating Amount Released	\$0.00
FR4-Contingency Amount Released	\$1,433,676.00

FR4-Vote Count/Comments

CIO approved.

FR5-Decision

D011807-03: DOT Radio AVL Replacement: The Board members present approved the \$40,000. Total budget appropriation for the Radio AVL Replacement project is \$51,791,161 remains unreleased.

FR5-Date Enacted	
FR5-Capital Amount Released	\$40,000.00
FR5-Grant Amount Released	\$0.00
FR5-Operating Amount Released	\$0.00
FR5-Contingency Amount Released	\$40,000.00

FR5-Vote Count/Comments

FR6-Decision

D032106-01: The Board members present approved the release of \$31,145,944 for the PI DOT: Radio/AVL, contingent upon Council Proviso lift, and with the new action item # A03 budget appropriation for the project for 2008 is \$44,084,477 of which \$12,938,533* remain February 2006 monthly monitoring report included \$2,852,562 In Life to Date (LTD) expense were not released by PRB, funds available for future releases by PRB as of date are: \$12, \$10,085,971.

FR6-Date Enacted	
FR6-Capital Amount Released	\$2,852,562.00
FR6-Grant Amount Released	\$0.00
FR6-Operating Amount Released	\$0.00
FR6-Contingency Amount Released	\$0.00

FR6-Vote Count/Comments

Funds not released by PRB.

FR7-Decision

D121908-07: The Board members present approved the contingency release for \$1,734,8 appropriation, \$361,030 from the Radio appropriation, and \$1,012,760 from the Transit op appropriation for the OBS/CCS project is \$20,693,360 of which \$19,672,780 remains unreleased. Total budget appropriation include capital funds of \$361,030 and operating funds of \$759,570. Total budget appropriation Replacement project is \$51,791,162 of which \$20,030,998 remains unreleased. The release clarifications to the issues/concerns identified in the project materials submitted for the rev

FR7-Date Enacted	
FR7-Capital Amount Released	\$0.00
FR7-Grant Amount Released	\$0.00
FR7-Operating Amount Released	\$362,560.00
FR7-Contingency Amount Released	\$0.00

FR7-Vote Count/Comments

FR8-Decision

Transferred to OBS/CCS for CCS.

FR8-Date Enacted	
FR8-Capital Amount Released	(\$415,838.00)
FR8-Grant Amount Released	\$0.00
FR8-Operating Amount Released	(\$181,260.00)
FR8-Contingency Amount Released	\$0.00

FR8-Vote Count/Comments

FR9-Decision

FR9-Date Enacted	
FR9-Capital Amount Released	\$0.00
FR9-Grant Amount Released	\$0.00
FR9-Operating Amount Released	\$0.00
FR9-Contingency Amount Released	\$0.00

FR9-Vote Count/Comments

FR10-Decision

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Attachment A

FR10-Date Enacted	
FR10-Capital Amount Released	\$0.00
FR10-Grant Amount Released	\$0.00
FR10-Operating Amount Released	\$0.00
FR10-Contingency Amount Released	\$0.00
FR10-Vote Count/Comments	

FR11-Decision

FR11-Date Enacted	
FR11-Capital Amount Released	\$0.00
FR11-Grant Amount Released	\$0.00
FR11-Operating Amount Released	\$0.00
FR11-Contingency Amount Released	\$0.00
FR11-Vote Count/Comments	

FR12-Decision

FR12-Date Enacted	
FR12-Capital Amount Released	\$0.00
FR12-Grant Amount Released	\$0.00
FR12-Operating Amount Released	\$0.00
FR12-Contingency Amount Released	\$0.00
FR12-Vote Count/Comments	

FR13-Decision

FR13-Date Enacted	
FR13-Capital Amount Released	\$0.00
FR13-Grant Amount Released	\$0.00
FR13-Operating Amount Released	\$0.00
FR13-Contingency Amount Released	\$0.00
FR13-Vote Count/Comments	

FR14-Decision

FR14-Date Enacted	
FR14-Capital Amount Released	\$0.00
FR14-Grant Amount Released	\$0.00
FR14-Operating Amount Released	\$0.00
FR14-Contingency Amount Released	\$0.00
FR14-Vote Count/Comments	

FR15-Decision

FR15-Date Enacted	
FR15-Capital Amount Released	\$0.00
FR15-Grant Amount Released	\$0.00
FR15-Operating Amount Released	\$0.00
FR15-Contingency Amount Released	\$0.00
FR15-Vote Count/Comments	

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Attachment A

Monthly Project Status for Project: Radio AVL Replacement (RAVL) [User: Tripp, Gary]

Date: 01/28/2013 10:40 AM
Run by: Innotas, Support



KC - Project Name

Project Name
Radio AVL Replacement (RAVL)

Progress Summary

Scope	Summary	Schedule	Summary	Budget	Summary	Resources	Resources Summary	Milestones	Milestone Summary
Green	No new scope-related issues or challenges	Green	Tasks and deliverables on schedule. Overall project within target dates	Green	Project spending on target	Green	No issues or conflicts with resource utilization	Green	Next major milestones on target with no critical path issues

Senior Management Summary

Status	Baseline Change	Senior Management Summary
Active		1. Radio installations for OBS/CCS were completed in December! A small number of coaches were not installed with TRS radios or OBS, because they are scheduled to be retired in a February. 2. Motorola implemented microwave path changes to alleviate interference that had been degrading system performance. A report was provided that indicated most of the issues, but not all, were resolved. A direct line of sight alignment, from Capital Hill to the Transit Control Center (TCC), is being considered. 3. System maintenance training for Radio Maintenance personnel is on schedule and will be completed in May 31, 2013.

KC - Next Planned Release

Next Planned Release Milestone Deliverable	Next Planned Release Date
Project Closeout	09/30/2013

KC - Project Oversight Information Dates

PMM Phase	Project Start Date	Planned Project End Date	Baseline Start Date	Baseline Complete Date
Implementation	05/15/2006	05/31/2013	07/01/2001	11/30/2012

KC - Project Oversight Information Finances

Project Finances as of	Appropriation (Capital Grant)	Operating Contribution	PRB Released	Expenditures
12/31/2012	\$39,007,351.00	\$181,280.00	\$38,016,737.00	\$35,205,933.00

KC - Open PRB or CIO Action Items and Status

Open PRB or CIO Action Items and Status

KC - Action Item 1

Classification	Description	Status	Status Description

KC - Action Item 2

Classification	Description	Status	Status Description

KC - Action Item 3

A13 - Classification	A13 - Description	A13 - Status	A13 - Status Description

KC - Action Item 4

A14 - Classification	A14 - Description	A14 - Status	A14 - Status Description

KC - Action Item 5

A15 - Classification	A15 - Description	A15 - Status	A15 - Status Description

Key Accomplishments this period

Key Accomplishments for this period
1. A total of 157 non-revenue mobile users and 532 portable users have been migrated to the TRS.

Key Activities Next Period

Key Activities for next period
1. Continue to install mobile radios to migrate remaining non-revenue users to the TRS.
2. Continue system maintenance training for Radio Maintenance personnel.

Project Milestones Status

Task	Target Date	Milestone Status (% Complete)	Milestone Comments
Plan	05/15/2006	100.00 %	
Design	05/22/2009	100.00 %	

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Attachment A

Build	05/13/2011	100.00 %
Deploy	12/31/2012	96.00 %
Radio Maint. Training	05/31/2013	46.00 %

Project Issues

ID	Title	Status	Assigned To	Target Date	Description
----	-------	--------	-------------	-------------	-------------

UspqB566401416600

UspqB566401416600

Risk Level Notification Letters and Meeting Minutes

Example Risk Level 1 Notification Letter

To: John Starbard and Caroline Whalen - Project Sponsors
Warren Cheney – Business Management Council (BMC) Representative for DDES
Dale Hartman – Technology Management Board Representative (TMB) for DDES

Cc: Dawn Johnson, Permit Integration Project Manager
Esko Trever – KCIT Project Management Office
Karl Nygard, Gary Trip – Project Review Board (PRB) Staff
Project Review Board

From: Zlata Kauzlaric, PRB Staff

Subject: **DDES Permit Integration Project - Risk Assessment**

Dear Project Sponsors and BMC/TMB Representatives!

You are receiving this letter to notify you about the risk identified for your project, and to ask for your collaboration in addressing the risk to help the project be successful.

More detail about Risk Based Project Oversight is included at the end of in this letter; your feedback and advice is appreciated as we engage in this process.

PRB staff has assessed your project **DDES Permit Integration** to be at: **Risk Level 1 at a minimum**, with a potential for Risk Level 2 and Risk Level 3.

The PRB staff is not able to determine if this project is on track with scope, schedule and budget to implement successfully. Your action is requested:

- ➔ Please supply the monthly project status report by July 1st, 2012. Thank you.
- ➔ PRB, PMO and PSB staff are available to provide peer level support to the project; If, in your assessment, the peer level support would help to mitigate the risk, please request the project manager to schedule a meeting with PRB/PMO/PSB staff for discussion and recommendations.

If we do not receive the information by the requested date, the Risk Level will be increased and escalated to the Chief Information Officer and/or Project Review Board, indicating potential significant risks or issues, and that the PRB staff is not aware of plans that will address or mitigate these risks or issues.

Specific information related to Risk Level 1 for Permit Integration is provided on the following page.

Example Risk Level 1 Notification Letter

Thank you for your collaboration and support of the Project Review Board Oversight!

Risk Level 1:

Project: DDES- Permit Integration	
Review and Assessment	Notes
1. <input checked="" type="checkbox"/> No Monthly Status Report for 2 or more months	The last monthly status report: January 2012
2. <input type="checkbox"/> Red or Yellow status for 2 or more months	
3. <input type="checkbox"/> Schedule: 4 week delay	
4. <input type="checkbox"/> Increase cost for a milestone/overall: 5%	
5. <input checked="" type="checkbox"/> No report on CIO/PRB Recommendations	Not completed for over 6 months.
6. <input type="checkbox"/> No Baseline Schedule	
7. <input type="checkbox"/> No planned PRB release dates	
8. <input type="checkbox"/> Quarterly review of medium/high-risk projects	

CIO/PRB recommendations pending completion:

No.	Recommendation	Assigned To	Date Assigned	Estimated Closure Date	Status	Date Closed	Comments/Resolution
R112811-01	Permit integration project to assess the impact to the project's scope, schedule and budget due to recently identified issues in error handling of the ABT interface.	Dawn Johnson	11/28/2011		Open		2/2/2012: January monthly status report indicates that the PRB recommendation is in progress.
R112811-02	Project to provide a full plan for Web development.	Dawn Johnson	11/28/2011		Open		2/2/2012: January monthly status report indicates that the PRB recommendation is in progress.
R112811-03	Project to provide complete budget plan for hosted environment.	Dawn Johnson	11/28/2011		Open		2/2/2012: January monthly status report indicates that the PRB recommendation is in progress.
R112811-04	Project to provide final resolution on ad-hoc reporting environment.	Dawn Johnson	11/28/2011		Open		2/2/2012: January monthly status report indicates that the PRB recommendation is in progress.

Example Risk Level 1 Notification Letter

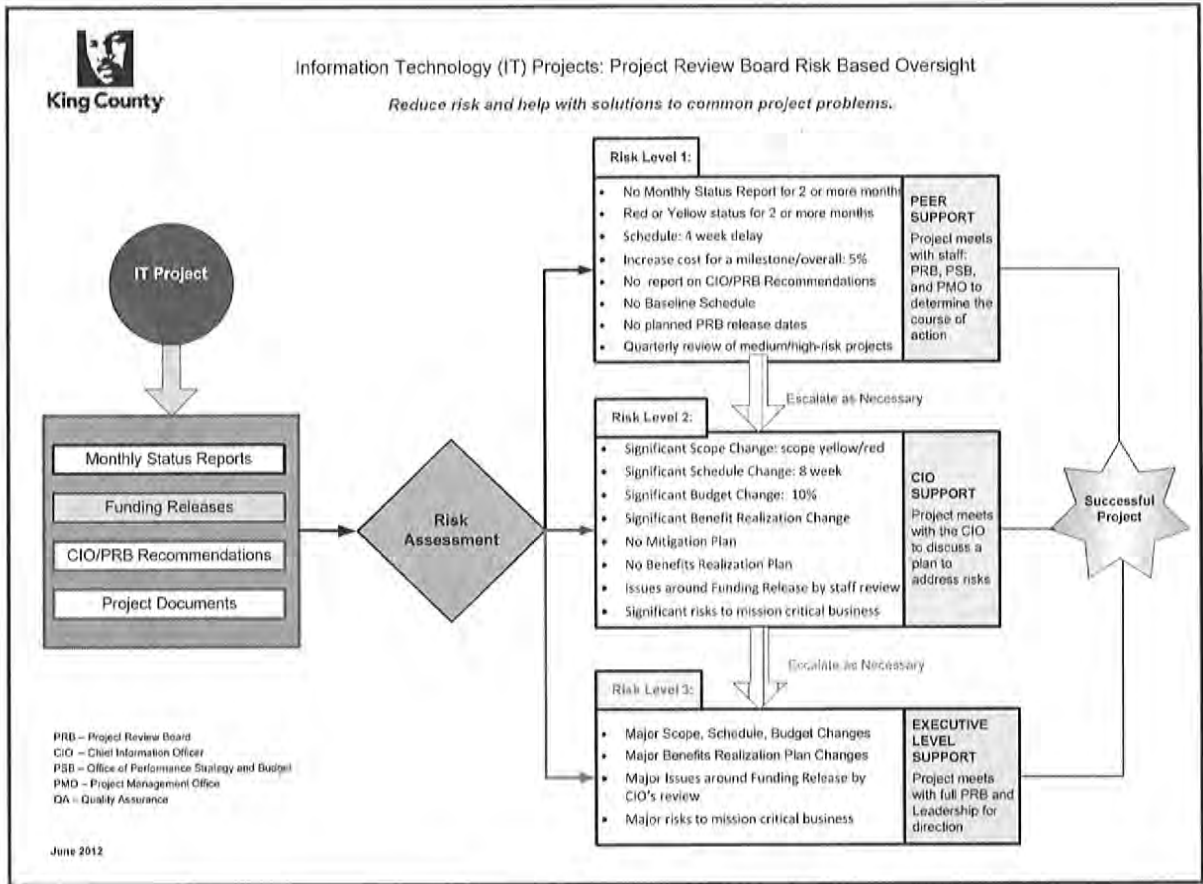
Risk Based Oversight Overview: Under the CIO's leadership and PRB advice, the project oversight of the county's IT projects has been streamlined and further developed to promote project success.

The CIO has been working with PRB staff to re-focus their reviews on identifying potential risks and recommendations to projects.

Project risk level 1-3 is determined based on the review of project status reports, funding release and other project documents. Associated follow-up actions have been identified for each risk level:

- Risk level 1 projects involve the peer support (staffs from PRB, PMO, PSB);
- Risk level 2 projects involve the CIO level support;
- Risk Level 3 project involve the full PRB and leadership support.

Example Risk Level 1 Notification Letter





Project Review Board

Attachment A

Members

- William Kehoe, County Chief Information Officer
- Rhonda Berry, Assistant Deputy Executive
- Caroline Whalen, Director, Department of Executive Services
- Dwight Dively, Director, Office of Performance, Strategy and Budget

CIO Meeting – 11/19/2012 Briefing: KCIT Two Factor Authentication Project Risk Level 2

This briefing was scheduled as a follow-up to the Oct/2012 funding release to address issues identified by the CIO as Risk Level 2.

Attendees:

- KCIT
 - David Curtis, Project Manager
 - Mike Holland – KCIT DAJD
 - Trever Esko – KCIT PMO
 - Ralph Johnson – County CISPO
- PRB: Bill Kehoe
- PRB Staff: Zlata Kauzlaric

Agenda: The following are summary discussion points:

1. Review Status of PRB Recommendations from 10/4/2012 Funding release / Project Responses (specific items to be reviewed are in RED):

Within two-weeks, following the funding release, the project should:

- a. Report to the PRB a timeline when the fully resource loaded plan will be completed, and then provide a resource-loaded schedule to the PRB at that time.
 - i. The PM must meet with each organization's representative to specifically identify the technical resources they are assigning, and make relative adjustments to the schedule if any.
 - ii. We feel confident we can provide the requested deliverable by December 15, 2012.

Meeting Discussion:

- Risk 1: Lack of fully resource loaded project schedule and CIO Recommendation: Detailed resource plan is critical for the success of the project; Two risk points include:
 - *KCSO has a large number of deployments, and although Linda from KCSO is planning/coordinating for this work in KCSO, a detailed plan will ensure resources are available for the project when needed*
 - *Potential additional scope/schedule impact to the project as KCSO is intending to encrypt laptops at the same time, as well as using additional tablet devices*

- *The project reported that one mitigation strategy is that Jail and KCSO are part of the pilot*
- *The project confirmed that a detailed schedule will be provided by 12/15.*

- b. Since this release exhausts all project funds, with no contingency funds, the project should provide to the PRB a brief statement on how the project will cover for any additional un-foreseen contingencies.
 - iii. The funds provided in the grant fully cover the vendor provided technical solution, including installation and training, but the grant does not allow any labor to be billed against it.
 - iv. The largest cost variable identified at this time is covering the PM costs over the life of the project.
 - 1. Mike Holland has met with the PM, discussed this issue with Trever Esko, and reports he is “..Pursuing other funding options that will address the PM funding shortfall”. At this time, the project only has funding available to sustain the PM until April 2013, and Trever Esko has informed Mike Holland that the PM must disengage from the project at that time if additional available funds are not found.
 - v. The team went over project costs with the KCIT Technical Services Manager and supervisor, who were asked if there were going to be any costs for their resources involvement in this project. They identified none, so this project assumes there will be none billed for.
 - vi. The project assumes each organization will cover the costs of their internal resources involvement in this project, and not bill the project for them.
 - vii. The project budget reflects no funding for installation or housing of equipment at the Sabey Data Center.
 - 1. A Data Center Request has been issued, but the meeting got pushed to the week of 10/22 to include the required participants.
 - 2. An update will be sent to the PRB following that meeting.

Note: Project reported that update to PRB on cost for funding for installation or housing of equipment at the Sabey Data Center expected the week of 10/22/2012.

- c. Provide updated Cost Benefit Analysis (Full CBA spreadsheet) to reflect the correct project budget and any other updates.
 - viii. Mike Holland provided an updated CBA but it still did not fully reflect labor for the life of the project or potential Data Center costs, so has been returned for additional information being gathered.
 - ix. The updated CBA did reflect:
 - 1. The project having to pay the first year of maintenance at the time of initial purchase, rather than at the end of the first year.
 - 2. An offset of that amount is reflected to the PM labor costs, which continue to be insufficient to cover the life of this project.

- x. In Cost supporting calculations, it reflects technical and user staff resources as “In-Kind Expenses for the Project” which it assumes will not actually be billed against the project.
- xi. The CBA does not reflect any costs associated with the installation or monthly cost of housing the ‘Appliances’ in the Sabey Data Center.
 - 1. The PM has requested the KC Office of Performance, Strategy and Budget to validate whether the \$3,442, of yet uncommitted grant funds, can be used to pay any or all of the Data Center costs.
 - 2. An update will be sent to the PRB following receipt of their ruling, and the results reflected in the revised CBA.

Meeting Discussion:

- *The project cost has been under estimated, mainly for the project management → this is a lesson learned!*
 - *The project has contingency: 18.5% in grant funds and 10% in other project funds;*
 - *10% of project contingency has been used towards O&M costs*
 - *The project will explore options to mitigate this risk, including possibilities of grant extension and use of grant \$\$ for project management, and Information Security and Privacy program funding for the under-estimated project management costs*
 - *Risk 2: Budget Risks and CIO Recommendation: Address discussed budget risks and provide a revised CBA*
2. In December 2012, the project should provide to PRB a written report on
- a. The pilot outcomes / go no-go decision and
 - b. Status of grant fund expenditures.
- The project agrees to comply with this recommendation.

Meeting Discussion:

- *Risk 3: Forgoing a true no/go decision and CIO Recommendation: The CIO emphasized that not having a go/no-go decision is a significant risk on any project.*
- *The project initially planned for a no/go decision following the pilot results; Project reported that this is no longer in the plan and this decision will be removed from the schedule; the project reported purchasing equipment prior to completing the pilot as to meet grant timelines.*
- *Risk 4: Non-standard virtual environment: The CIO emphasized that projects need to be selecting products that work in the County’s standard Hyper-V environment. Chief Information Security and Privacy Officer reported that a decision to go with a non-standard virtual environment was based on the approach to provide for the widest range of authentication devices.*

3. Notify PRB about successful completion of individual agency deployments as per the 2013 schedule provided in support of this funding release
 - a. February; DAJD, KCIT, Superior Court;
 - b. March: District Court and PAO;
 - c. June: AFIS;
 - d. August: KCSO

It should be noted that there is a real dollar cost associated with the production of reports to PRB data, when those requested reports do not align to a defined document within the PMM, therefore while the project agrees to comply with this recommendation, it is requested that PRB reduce this request to only two events – the February DAJD implementation, and the August KCSO implementation.

Meeting Discussion:

- *The project clarified that their remarks about reporting to PRB were based on lack of clarity for the recommendation from PRB and project's understanding that PRB requires additional body of work from the project;*
 - *The PRB requirement was clarified: the requirement is that the project notifies PRB staff either via e-mail or include notification of successful completion of agency deployments in their monthly status reports*
4. Prior to going into production/operational status provide to PRB signed-off Customer Service Level Agreement(s).
Ralph Johnson, the operations owner of the service delivery, agrees to comply with this recommendation.

Other Items to Discuss:

5. Review On-Going Support Costs (as depicted in CBA)

Meeting Discussion:

- *The project has not included Data Center Cost in CBA;*
 - *2013 Data Center costs in the amount of \$2,000 are funded from Information Security and Privacy program*
 - *10% of project contingency has been used towards O&M costs*
6. Review Staff for Provisioning, Tracking, Maintaining 2-Factor devices

Meeting Discussion:

- *Chief Information Officer committed to delivering Operations and Maintenance Model, to include proposed ownership, resources and costs.*
7. Vendor Contract

Meeting Discussion:

- *Risk 5: Vendor Scope of Work is Time and Materials and CIO Recommendation.*

The CIO emphasized importance of involving KCIT procurement experts in any future contracts, and preferred approach is fixed price contracts.

The project has concerns about multiple active directory and forest environments in the County; The vendor scope of work does not account for this.

Project has committed to monitoring and reporting any issues related to this risk, and addressing proactively.

CIO Recommendations:

The following summarizes the CIO’s recommendations to which KCIT agreed.

CIO Recommendations
1. <u>Risk 1: Lack of fully resource loaded project schedule: Detailed resource plan is critical for the success of the project; Project confirmed it will be provided to PRB by Dec 15, 2012.</u>
2. <u>Risk 2: Budget Risks: Address budget risks as discussed and provide a revised CBA</u>
3. <u>Risk 3: Forgoing a true no/go decision:</u> The CIO emphasized that not having a go/no-go decision after the pilot results is a significant risk; The project expect that the pilot results will be positive and is confident that purchased equipment will meet requirements; Project has committed to monitoring and reporting any issues related to this risk, and addressing proactively.
4. <u>Risk 4: Non-standard virtual environment:</u> The CIO emphasized that future projects need to be selecting products that work in the County’s standard Hyper-V environment, as well as that the products meet business needs.
5. <u>Risk 5: Vendor Scope of Work is Time and Materials.</u> The CIO emphasized importance of involving KCIT procurement experts in any future contracts, and preferred approach is fixed price contracts. Project has committed to monitoring and reporting any issues related to this risk, and addressing proactively.
6. <u>Operations and Maintenance Model including Costs:</u> Chief Information Officer confirmed that he will deliver the model to include proposed ownership, resources and costs.
7. CIO assessment is that this project continues to be at Risk Level 2. The project agreed to a follow-up Risk Level 2 meeting within a month from 11/19/2012.

Example Risk Level 3 Notification Letter

To: John Starbard - Project Sponsor
Warren Cheney – Business Management Council (BMC) Representative for DDES
Ken Dutcher – Technology Management Board Representative (TMB) for DDES

Cc: TBD – ERMS Project Manager
Esko Trever – KCIT Project Management Office
Karl Nygard, Gary Tripp – Project Review Board (PRB) Staff
Project Review Board

From: Zlata Kauzlaric, PRB Staff

Subject: **DDES Permit Integration - Risk Assessment**

Dear Project Sponsor and BMC/TMB Representatives!

You are receiving this letter to notify you about the risk identified for your project, and to ask for your collaboration in addressing the risk to help the project be successful.

More detail about Risk Based Project Oversight is included at the end of this letter; your feedback and advice is appreciated as we engage in this process.

The Chief Information Officer has assessed your project **Permit Integration** to be at: ***Risk Level 3*** which calls for the full PRB and Agency Leadership involvement to help mitigate risks and promote project success.

- The project has last reported status yellow as of 7/31/2012, and the status report includes the following risks:
 - Schedule = Some Tasks and Deliverables are falling behind schedule; Overall project remains within target dates.
 - Resources = Specific resource issues causing impacts to progress
- No monthly status report has been provided for the month of August.
- Due to the emerged risks related to production issues and resources including the project manager and functional analyst, the CIO has elevated the project status to red.

or
7

Example Risk Level 3 Notification Letter

Specific information related to Risk Level 3 for **DDES Permit Integration project** is provided below.

Thank you for your collaboration and support of the Project Review Board Oversight!

Risk Level 3:

Project: Permit integration	
Review and Assessment	Notes
1. <input type="checkbox"/> Major Scope, Schedule, Budget Changes	
2. <input type="checkbox"/> Major Benefits Realization Plan Changes	
3. <input type="checkbox"/> Major Issues around Funding Release by CIO's review	
4. <input checked="" type="checkbox"/> Major risks to mission critical business	

Risk Based Oversight Overview: Under the CIO's leadership and PRB advice, the project oversight of the county's IT projects is being further developed to help promote project success.

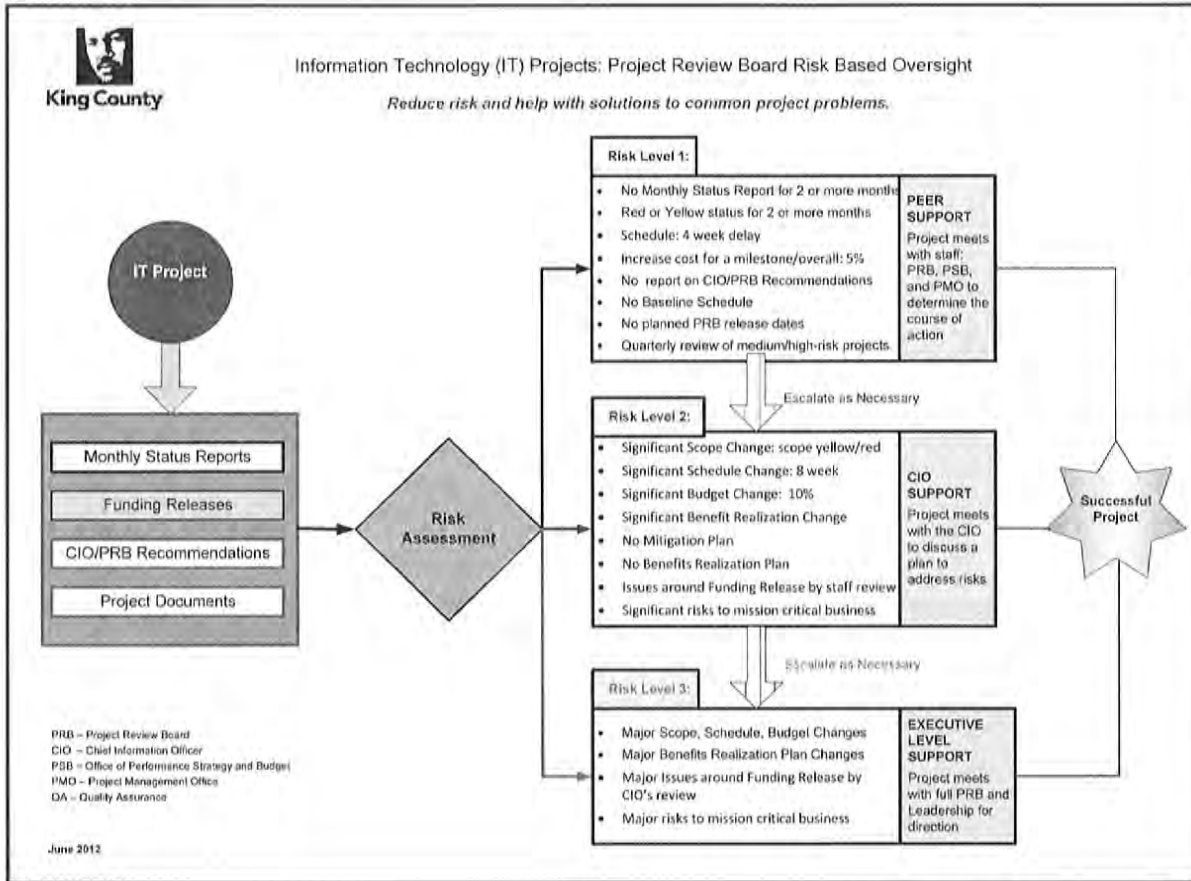
The CIO has been working with PRB staff to re-focus their reviews on identifying potential risks and recommendations to projects.

Project risk level 1-3 is determined based on the review of project status reports, funding release and other project documents. Associated follow-up actions have been identified for each risk level:

- Risk level 1 projects involve the peer support (staffs from PRB, PMO, PSB);
- Risk level 2 projects involve the CIO level support;
- Risk Level 3 project involve the full PRB and leadership support.



Example Risk Level 3 Notification Letter





King County

**Technology
Governance**

Project Review Board

Attachment A

Members

- William Kehoe, County Chief Information Officer
- Rhonda Berry, Assistant Deputy Executive
- Caroline Whalen, Director, Department of Executive Services
- Dwight Dively, Director, Office of Performance, Strategy and Budget

PRB Meeting – 10/3/2012 Briefing: Permit Integration Project

This briefing was scheduled by the project as a follow-up to the June PRB Risk Level 1 and August Risk Level 3 report to the Sponsors and PRB.

Attendees:

- Department of Permitting and Environmental Review (DPER): John Starbard - Project Sponsor, Warren Cheney – Business Management Council (BMC) Representative for DPER, Ken Dutcher – Technology Management Board Representative (TMB) for DPER
- Steering Committee: Tom Koney, Ben Leifer, John Bodoia, Harold Taniguchi, Katie Moriarty, Lisa Hillman, Gary Hocking
- PRB: Bill Kehoe
- PRB Staff: Zlata Kauzlaric

Agenda: The following are the proposed discussion points:

	Time	Topic	Lead	Reference
1	3:00 p.m.	Introductions & Meeting Objective <ul style="list-style-type: none"> • Risk Level 3: <ul style="list-style-type: none"> ▪ Major risks to mission critical business ▪ Project: scope/schedule/budget risks 	Bill/ Zlata	June and Aug 2012 Risk Letters
2	3:10 p.m.	Overview – Production Issues <ul style="list-style-type: none"> ▪ Invoicing ▪ Data conversion ▪ Interfaces: GL, AP, PA ▪ Reports Overview - Staffing Issues <ul style="list-style-type: none"> ▪ Project Manager – vacant ▪ Functional Analyst - vacant Overview - Remaining Scope <ul style="list-style-type: none"> ▪ Reports ▪ E-commerce deployment ▪ Public Health integration options 	Ken	Reporting yellow July (resources and schedule) ; no report for August; CIO escalated status to red
3	3:30 p.m.	Business Impacts Following July Go-Live <ul style="list-style-type: none"> ▪ Cash flow ▪ Data clean-up ▪ User training/communication Mitigation Steps for Business Impacts <ul style="list-style-type: none"> ▪ Re-prioritize stabilization tasks 	John / Warren	

		<ul style="list-style-type: none"> ▪ Re-schedule project completion ▪ Enhance KCIT oversight ▪ Devote existing staff resources to clean-up ▪ Invoice in small batches ▪ Manually upload AP/PA ▪ Reach out to County user groups and business representatives ▪ Ramp down hourly billing services ▪ Re-hire vacant position 		
4	3:50 p.m.	<p>Project Impacts Post Go-Live</p> <ul style="list-style-type: none"> ▪ Vendor management ▪ Script development and oversight ▪ Testing environments ▪ Version control and release management ▪ Product re-configuration <p>Mitigation Steps for Project Risks</p> <ul style="list-style-type: none"> ▪ Migrate technical management to KCIT ▪ Defer integration and e-commerce until stabilization complete 	Ken	
5	4:10 p.m.	<p>Plan for PRB compliance</p> <ul style="list-style-type: none"> ▪ Monthly Reporting ▪ Open recommendations 	Ken / Warren	June 2012 Risk Letter
6	4:15 p.m.	<p>PRB assistance in mitigating risks</p> <ul style="list-style-type: none"> • PI team staff replacement • Vendor/contract oversight and management • System design review • Integration options • Procurement • Project management 	PRB	CIO Mtg – 6/29, 2012: Briefing on Permit Integration Project

Summary of Discussion Topics:

- **Meeting Objective:** Joint DPER/Project/Stakeholders/PRB Recommendations for addressing the current risks
- **Overview – Production Issues**
 - Permits are being issued
 - DES expressed no issues at the meeting
 - DOT is making it work
 - The major issue is making the system work with the county’s financials:
 - ❖ Invoicing has significant performance challenges and errors out;
 - ❖ This is a customized solution for the county based on our specifications; it does not appear it is sustainable; billing functionality is not a standard Accela offering

- **Business Impacts Following July Go-Live**

- Currently can issue 20 invoices per batch (there are on average 1200/month with value of \$2.5 mil); generated 80 invoices with staff's manual validation; error rate is 8%
- Additional complexity is that both the current fixed rate model, and legacy-hourly rate model need to be supported
- Staff is putting in extra efforts to make it work and has significantly increased workload; 2 FTE equivalents
- Do not know the bottom line revenue; for August and September do not have the information, but \$600K was not billed (\$11mil revenue)
- Potential audit implications due to incorrect billing; data conversion may be a contributing issue

- **Project Impacts Post Go-Live**

- Project manager Don Johnson is on FMLA
- Ken Dutcher is the new DPER IT SDM
- Vendor Accela deliverables are mostly accepted and paid off; Recommendation is to review contract for the warranty period/obligations
- Testing prior going live:
 - It does not appear that the testing has been done fully in test environment;
 - Full production parallel run apparently has not been done
- ABT Interface:
 - GL interface works but not on the level of detail needed; FBOD can live with that
 - AP interface - does not meet the needs; refunds are done manually; does not appear it was tested thoroughly
- Data Conversion: it is our responsibility; data clean- up is needed
- Vendor:
 - There are unapproved deliverables and contract retain-age totaling \$200K on interfaces and reports
 - Continues to work with the county on fixes without additional charges;
 - Has not agreed that the existing billing design is broken; there is question about the vendor competence: if they knew that, or just simply did not know any better
- Recommendations:
 - Engage PAO for the review of the contract and advice
 - Engage vendor leadership for conversation with the CIO, and the sponsors John Starbard and Caroline Whalen; prepare strategy for the meeting to build healthy and effective partnership with the vendor
 - Get a full profile of Accela
 - Do not pay retainage
 - Gather information from Mike Herrin on rationale for decision to go with Accela billing, rather than EBS

- Remaining body of work:
 - Reports
 - E-commerce (was due by September 2012)
 - Integration with Public Health portal
- 2013 Budget:
 - \$200K capital contingency
 - \$60K for Accela in operating funds
 - \$330K from PH – cannot be used for any other purpose
 - \$250K for web site re-design can be re-purposed
- ➔ Recommendations:
 - Remediate immediate problems and stabilize
 - Currently changes to the system are made by functional staff based on Accela guidance – this is a risk area that needs to be addressed
 - The county's performed fixes brings risks to contracting issues
- **Plan for PRB Compliance:**
 - Monthly Reporting
 - Open Recommendations
- **PRB assistance in mitigating risks**

The CIO invited DPER/Stakeholders to use his and the PRB assistance to the extent needed to help promote projects success. The recommendations listed below and agreed to by attendees should help mitigate risks:

- ➔ Recommendations:
 - Engage KCIT to help with the project/resourcing for:
 - Technical project manager
 - Additional expertise in vendor management
 - Resources to help with reports
 - Technical resources to work on implementing technical fixes, rather than DPER functional staff
 - Business analyst resources
 - Present KCIT proposal for addressing risks to John Starbard, including associated cost for KCIT resources (in-house and contracting)
 - Engage PAO resources with experience on large DOT contracts and vendor management for advice
 - PH agrees that integration with PH portal is not an urgent business requirement
 - DES agrees that providing e-commerce capability is not a priority

- Ken Dutcher to explore how other Accela customers do billing; either by contacting customers directly and/or using InfoTech service to collect the information faster

PRB Recommendations:

The following summarizes the PRB’s recommendations to which DPER/Stakeholders agreed.

PRB Recommendations for Permit Integration project to mitigate identified risks – Agreed to by DPER/Stakeholders
<p>a. Lack of reliable status of project deliverables up-to date</p> <p>Recommendation:</p> <ul style="list-style-type: none"> ➔ Engage KCIT to help with the project management and other technical/ business analyst resources
<p>b. Lack of reliable executable scope/schedule/budget/mitigation plan for bringing project to status green</p> <p>Recommendation:</p> <ul style="list-style-type: none"> ➔ Engage KCIT to help with the project management and other technical/business analyst resources ➔ Gather information from Mike Herrin on rationale on decision to go with Accela billing, rather than EBS
<p>c. DPER/Stakeholders: DES, DOT, DNRP, PH – business impacts</p> <p>Recommendation:</p> <ul style="list-style-type: none"> ➔ Remediate immediate problems and stabilize ➔ Postpone e-commerce and integration with PH
<p>d. Project Structure / Lack of Resources</p> <p>Recommendation:</p> <ul style="list-style-type: none"> ➔ Engage KCIT to help with the project management and other technical/business analyst resources
<p>e. Lack of IT Disciplines in the Project</p> <p>Recommendation: KCIT resources will bring the necessary disciplines for</p> <ul style="list-style-type: none"> ➔ Documented Requirements; ➔ Testing Process/Environments; ➔ Development Resources; ➔ Configuration Management (Source Control) ➔ Version Control/Release Management

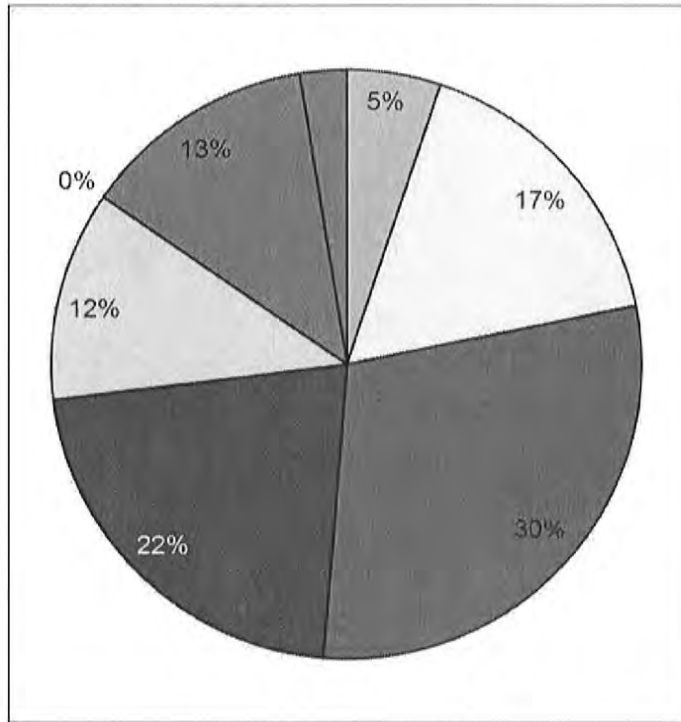
<ul style="list-style-type: none">→ Change Management;→ Architecture/Design;→ Performance/Tuning/Testing;→ Implementation Approval;→ Bug Tracking
<p>f. Addressing PRB Compliance</p> <p>Recommendation:</p> <ul style="list-style-type: none">→ Monthly Reporting - DPER will resume regular monthly status reporting→ Open Recommendations – Not discussed
<p>g. Vendor & Contract Management</p> <p>Recommendation:</p> <ul style="list-style-type: none">→ Engage PAO for the review of the contract and advice;<ul style="list-style-type: none">○ Engage PAO resources with experience on large DOT contracts and vendor management for advice○ Review contract for the warranty period/obligations→ Engage vendor leadership for conversation with the CIO, and the sponsors John Starbard and Caroline Whalen; prepare strategy for the meeting to build healthy and effective partnership with the vendor→ Get a full profile of Accela→ Do not pay retainage→ Ken Dutcher to explore how other Accela customers do billing; either by contacting customers directly and/or using InfoTech service to collect the information faster
<p>h. Governance for Permit Integration Service</p> <p>Recommendation:</p> <ul style="list-style-type: none">→ N/A – not discussed

Example Reports – Jan 2013

Update on Issues Requiring PRB Attention and Direction

<u>Issue</u>	<u>Status</u>
Jan/13: KCIT: Property Assessment Appeals Project: Expenditures exceed released funds by \$10,400.	The project has not provided a funding release request.
Feb/12: DNRP: Mainsaver Conversion to ABT: Expenditures exceed released funds by \$82,174.	The project has provided a funding release request.
Aug/12: DNRP: PRISM: Expenditures exceed released funds by \$97,072.	The project has not provided a funding release request.
Sep/11: DNRP: West Section Control System Replacement: The project has not had a funding release. Monthly status report shows expenditures of \$8,260,119.	The project has provided a funding release request that is under review.
Jun/12: DOT: Regional Fare Coordination Enhancements: Expenditures exceed released funds by \$293,866.	The project has provided a funding release request that is under review.
Aug/12: DES: Regional Incident Management System (RIMS): Expenditures exceed released funds by \$503,709.	The project has not provided a funding release request.
Oct/12: KCIT: Mainframe Application Migration: Expenditures exceed released funds by \$558,925.	The project has not provided a funding release request.

1. Project Self-Reported Status for December 2012



Color	Status	Number of Projects
	Completed	4
	Cancelled	0
	Significant Risks	2
	Warning	13
	On Schedule	23
	Not Started	17
	On-Hold	9
	No Report This Month	0
	No Report for 2 or more months	10
Total		78

Project Review Board – Jan 2013

Project Portfolio Status Attachment A

Project Details

Color	Status	Project	Notes
	Completed	DAJD: ABT Integration	
		DES: Assessment of Recorders Office, Business and For-Hire Licensing System (eREET)	
		DES: King County's Electronic Records Management System (KC ERMS)	
		KCIT: IT Project Management - Phase II	
	Cancelled	None.	
	Significant Risks	KCIT: Two-Factor Authentication	Red since Dec 2012
		KCIT: Post ABT Implementation Project	Red since Jan 2013
	Warning	DES: Enterprise Customer Relationship Management	Yellow since Oct 2012
		DOA: Property Assessment Appeals	Yellow since Aug 2012
		DOT: HASTUS Upgrade	Yellow since Dec 2012
		DOT: On-Board Systems (OBSI)	Yellow since Sep 2008
		DOT: Real Time Information Signs (RTIS)	Yellow since Apr 2011
		DOT: Regional Fare Coordination Enhancements	Yellow since Apr 2011
		DOT: Rider Information Systems – Bus Tracker	Yellow since Jan 2012
		DPH: Health Information Technology Improvement Project	Yellow since Mar 2012
		KCIT: 800 MHz Trunked Radio System Sprint/Nextel Rebanding	Yellow since Oct 2012
		KCIT: I-Net Modernization	Yellow since Oct 2012
		KCSO: Electronic Scheduling System	Yellow since Dec 2012
		KCSO: IRIS/TESS Replacement Project	Yellow since Dec 2012
		PAO: PAO Case Management (PROMIS Replacement) Implementation	Yellow since Dec 2012
			On Schedule
	Not Started	DAJD: Jail Management Study	2013 project
		DAJD: Pretrial Risk Assessment Implementation Planning	2013 project
		DAJD: Roster Management System Employee Interface	2013 project
		DCHS: Demographic Data Consolidation	2013 project
		DCHS: DMHP and Public Safety Project	2013 project
		DES: DMHP and Public Safety Project	2013 project
		DOA: Accounting System Update	2013 project
		DOA: Assessor Tablet PC Replacement	2012 project
		DES: Archives Collection Management System	2012 project
		District Court: District Court E-Filing 2012	2012 project
		DOT: Transit Fiber Replacement	2011 project
		DPH: Electronic Medication Administration Record	2013 project
		DPH: Previous Life Events	2013 project
		KCIT: Business Empowerment	
		PAO: Public Criminal Case Studies Project	2012 project
		PH: CBD/CAD Integration at Valley Communications	Last stated start Oct 2008
		PH: Jail Health Digitizing X-Rays	2012 project

Color	Status	Project	Notes
	On-Hold	DA: Property Based System Replacement (PBS)	On Hold since September 2009
		DOT: Maximo Upgrade	On Hold since March 2011
		DOT: Rider Information Systems – TABS	On Hold since February 2006
		KCIT: Business Continuity	On Hold since Aug 2012
		KCIT: Executive Branch IT Reorganization	On Hold since Aug 2012
		KCIT: Integrated Document Exchange	On Hold since Oct 2011
		KCIT: Information Security and Privacy Program	On Hold since Dec 2011
		KCIT: IT Project Management - Phase II	On Hold since Nov 2011
		KCIT: Sobieski Mountain Repair	On Hold since Oct 2011
	No report provided this month	None	
	No report provided for two months	DES: Regional Incident Management System (RIMS)	Last reported Nov 2012
		DJA: Core ECR Replacement Project	Last reported Sept 2012
		DNRP: Mainsaver Conversion to ABT	Last reported Nov 2012
		DNRP: PRISM Conversion to ABT	Last reported Nov 2012
		DNRP: Replacement of R Base for DOS Program	Last reported Aug 2012
		DPER: Permit Integration	Last reported Nov 2012
		DPH: CBD/CAD Integration at NORCOM	Last reported Sept 2012
		Elections: Enhance Support of Military and Overseas Civilian Voters	Last reported Aug 2012
		KCSC: Juvenile Court Orders Electronic Forms (E-Orders)	Last reported Nov 2012
KCSO: Wireless CAD Upgrade	Last reported Nov 2012		

Division: Agency	Project: Project Name	Project: Primary Sponsor	Project: Total Project Budget	Project: Last Modified Date	Project: Scope	Project: Schedule	Project: Budget	Project: Resources	Project: Milestones	Project: Benefits	Project: Senior Management Summary
DAJD	ABT Integration	Hikari Tamura	\$ 245,315.00	01/03/2013	Green	Green	Green	Green	Green		<p>December activity completes work for this project. Functionality planned within original project scope as well as functionality to address emergent issues raised with PS PTI implementation and by new labor contract requirements have been developed and tested. During the course of this project, tasks were grouped in phases. The final phase tasks will be rollout in coordination with Business Resource Center (BRC) implementation/configuration schedules. Resources for this activity are support through 2013 RMS application maintenance budget.</p> <p>Summary of project key indicators: BUDGET: \$254,315 was budgeted for this project. PRB funding release of \$176,680 occurred in September of 2010. Project was completed costing \$157,013. Of the budgeted amount, \$77,891 KCIT and \$10,411 "In Kind" funds were not required.</p> <p>SCOPE: Project original scoped items were complete as planned. In addition, scope was expanded to address emergent issues and labor contract changes. The project was initiated with certain unknowns. What functionality would be provided by PeopleSoft implementation was not clear as ABT fit gap activities were in process when project began. Work was also required post PeopleSoft implementation to address labor contract changes and BRC/DAJD agreements.</p> <p>SCHEDULE:</p>

Division: Agency	Project: Project Name	Project: Primary Sponsor	Project: Total Project Budget	Project: Last Modified Date	Project: Scope	Project: Schedule	Project: Budget	Project: Resources	Project: Milestones	Project: Benefits	Project: Senior Management Summary
DAJD	ComCor II	Claudia Balducci	\$ 654,622.00	01/22/2013	Green	Green	Green	Green	Green		<p>I submitted the funding release request to the PRB on January 22, which included our fully loaded resource plan.</p> <p>We are in the process of completing the final round of reviews on the look-up tables and should have sign-off by next week. The reports requirements are still being reviewed and expect to have feedback submitted from the SMEs by the end of the month.</p> <p>The development of Reveal One has been completed and internal testing is being conducted. The first reveal will be provided to the SMEs at the end of January, along with the first data migration of person records.</p> <p>Development on the next reveal is in progress and on track for a March reveal.</p>
DAJD	Jail Management Study	Claudia Balducci	\$ 155,624.00	01/08/2013							
DAJD	Pretrial Risk Assessment Implementation Planning	Nick Caldwell	\$ 87,585.00	01/09/2013							
DAJD	Roster Management System Employee Interface	Hikari Tamura	\$ 180,941.00	01/08/2013							
DCHS	Demographic Data Consolidation	Jackie MacLean	\$ 240,748.00	01/08/2013							
DCHS	DMHP and Public Safety Project	Amnon Shoenfeld	\$ 411,774.00	01/08/2013							
DES	Accountable Business Transformation (ABT)		\$ 88,637,147.00	11/21/2012	Green	Green	Green	Green	Green	Green	
DES	Archives Collection Management System		\$ 347,566.00	11/28/2012							

Division/Agency	Project/Project Name	Project: Total Project Budget	Project: Total Expenditures	Project: Remaining Budget	Project: Schedule	Project: Scope	Project: Budget	Project: Resources	Project: Milestones	Project: Benefits	Project: Last Modified Date	Project: Status Report Date	Project: Status	Project: Project Manager Last First
DAJD	ABT Integration	\$ 245,315.00	\$ 157,013.00	\$ 88,302.00	Green	Scope	Green	Green	Green		1/3/2013	12/31/2012	Closed	DuJain, Don
DAJD	ComCor II	\$ 654,622.00	\$ 114,810.00	\$ 539,812.00	Green	Scope	Green	Green	Green		1/2/2013		Active	Frisk, Diana
DAJD	Jail Management Study	\$ 155,824.00	\$ 0.00	\$ 155,824.00							11/19/2012		Not Started	Innetas, Support
DAJD	Prelim Risk Assessment Implementation Planning	\$ 87,585.00	\$ 0.00	\$ 87,585.00							11/19/2012		Not Started	Innetas, Support
DAJD	Roster Management System Employee Interface	\$ 180,941.00	\$ 0.00	\$ 180,941.00							11/19/2012		Not Started	Innetas, Support
BCIR	Demographic Data Consolidation	\$ 240,748.00	\$ 0.00	\$ 240,748.00							11/19/2012		Not Started	Innetas, Support
DCIS	DWHP and Public Safety Project	\$ 411,774.00	\$ 0.00	\$ 411,774.00							11/19/2012		Not Started	Innetas, Support
DES	Accountable Business Transformation (ABT)	\$ 16,637,147.00	\$ 77,004,290.00	\$ 9,032,857.00	Green	Scope	Green	Green	Green		11/21/2012		Active	Herrin, Mike
DES	Archives Collection Management System	\$ 347,566.00	\$ 0.00	\$ 347,566.00							11/28/2012		Not Started	Innetas, Support
DES	Assessment of Recorders Office, Business and Fer-Hivo Licensing System (RLEET)	\$ 150,000.00	\$ 134,100.00	\$ 15,900.00	Green	Scope	Green	Green	Green		12/7/2012		Closed	Moriarty, Katie
DES	Enterprise Customer Relationship Management	\$ 138,516.00	\$ 67,900.00	\$ 70,616.00	Yellow	Scope	Green	Yellow	Yellow		12/31/2012		Active	Messell, Peggy
DES	King County's Electronic Records Management System (KC ERMS)	\$ 4,695,663.00	\$ 4,717,545.00	\$ 178,166.00	Green	Scope	Green	Green	Green		12/31/2012	12/31/2012	Closed	Franklin, Nicole
DES	Regional Incident Management System (RIMS)	\$ 1,059,000.00	\$ 995,109.00	\$ 63,891.00							12/5/2012		Active	ESKO, Traver
DJA	Core ECR Replacement Project	\$ 4,232,885.00	\$ 744,744.00	\$ 3,488,141.00							12/5/2012		Active	Adams, Paula
DNRP	Mainsaver Conversion to ABT	\$ 350,000.00	\$ 332,174.00	\$ 17,826.00							12/5/2012		Active	Heft, Warner
DNRP	Parks Ecommerce	\$ 24,937.00	\$ 14,428.00	\$ 10,511.00							11/26/2012		On Hold	Achenbach, Teresa
DNRP	PHSM Conversion to ABT	\$ 2,009,400.00	\$ 1,480,798.00	\$ 548,604.00							12/9/2012		Active	McDonald-Wright, Susan
DNRP	Replacement of Rbase for DOS Program	\$ 627,732.00	\$ 246,237.00	\$ 381,495.00							11/6/2012		Active	Subella, Bing
DNRP	West Section Control System Replacement	\$ 10,363,334.00	\$ 6,260,119.00	\$ 2,133,215.00	Green	Scope	Green	Green	Green		12/3/2012		Active	Greha, Ann
DOA	Accounting System Update	\$ 233,681.00	\$ 0.00	\$ 233,681.00							11/20/2012		Not Started	Innetas, Support
DOA	Assessor Tablet PC Replacement	\$ 382,400.00	\$ 0.00	\$ 382,400.00							11/20/2012		Not Started	Davis, Al
DOA	Property Assessment Appeals Project	\$ 826,000.00	\$ 136,000.00	\$ 690,000.00	Yellow	Scope	Green	Green	Green		12/31/2012		Active	Peze, Juliette
DOA	Property Based System Replacement (PBS)	\$ 863,541.00	\$ 949,992.00	\$ 33,549.00							11/26/2012		On Hold	Innetas, Support
DOT	Customer Information Systems	\$ 3,887,225.00	\$ 121,398.66	\$ 3,775,826.34	Green	Scope	Green	Green	Green		12/21/2012	12/21/2012	Active	Berbert, Damon
DOT	HASTUS Upgrade	\$ 1,873,793.00	\$ 21,575.78	\$ 1,902,217.24	Yellow	Scope	Green	Yellow	Yellow		12/28/2012		Active	Burgess, Ray
DOT	Makimo Upgrade	\$ 261,840.00	\$ 0.00	\$ 261,840.00							12/18/2012	12/18/2012	On Hold	Coshart, Mike
DOT	On-Board Systems (OBS) / Communications Center System (CCS)	\$ 38,760,361.00	\$ 24,340,590.00	\$ 12,419,771.00	Green	Scope	Green	Yellow	Green		12/28/2012	12/31/2012	Active	Beshart, Randy
DOT	Radio AVL Replacement (RAVL)	\$ 38,188,631.00	\$ 38,206,933.00	\$ 3,802,698.00	Green	Scope	Green	Green	Green		1/3/2013	11/23/2012	Active	De La Cruz, Ray
DOT	Real Time Information Signs (RTIS)	\$ 4,628,410.00	\$ 899,771.11	\$ 3,828,638.89	Yellow	Scope	Yellow	Yellow	Green		1/3/2013	12/14/2012	Active	Linden, Royal
DOT	Regional Fare Coordination Enhancements	\$ 4,701,560.00	\$ 964,813.01	\$ 3,736,746.99	Yellow	Scope	Yellow	Yellow	Yellow		12/19/2012	12/17/2012	Active	Boon, Catherine
DOT	Rider Information Systems - Bus Tracker	\$ 458,899.00	\$ 1,059.00	\$ 457,840.00	Green	Scope	Green	Yellow	Green		12/27/2012	12/14/2012	Active	Linden, Royal
DOT	Rider Information Systems - IVR	\$ 429,764.00	\$ 287,790.11	\$ 181,973.89	Green	Scope	Green	Green	Green		12/21/2012	12/21/2012	Active	Berbert, Damon
DOT	Rider Information Systems - TABS	\$ 2,298,163.00	\$ 1,951,258.00	\$ 346,905.00	Green	Scope	Green	Green	Green		12/21/2012	12/21/2012	On Hold	Berbert, Damon
DOT	Roads Comprehensive Asset and Maintenance Management (RCAMM)	\$ 1,039,035.00	\$ 1,014,093.00	\$ 24,942.00	Green	Scope	Green	Green	Green		1/21/2013		Active	Pope, Matt
DOT	Transit Data Infrastructure Replacement	\$ 4,258,059.00	\$ 105,000.91	\$ 4,152,992.09	Green	Scope	Green	Green	Green		12/19/2012	12/17/2012	Active	Spangler, Amy

Division/Agency	Project/Project Name	Project Total Project Budget	Project Total Expenditures	Project Remaining Budget	Project Schedule	Project Scope	Project Budget	Project Resources	Project Milestones	Project Benefits	Project Last Modified Date	Project Status Report Date	Project Status	Project Manager (Last, First)
DOT	Transit Fiber Replacement	\$ 1,162,000.00	\$ 0.00	\$ 1,162,000.00							11/8/2012	12/19/2012	Not Started	Inotas, Support
DOT	Wireless Transit Signal Priority	\$ 305,835.00	\$ 77,851.00	\$ 228,014.00							12/20/2012	12/19/2012	Active	Toane, John
OPER	Permit Integration	\$ 6,460,417.34	\$ 4,900,000.00	\$ 1,560,417.34							12/5/2012		Active	Bailey, Marcus
DPH	CBD/CAD Integration at NORCOM	\$ 124,300.00	\$ 558.00	\$ 123,742.00							11/29/2012		Active	Culley, Linda
DPH	CBD/CAD Integration at Valley Communications	\$ 279,465.00	\$ 0.00	\$ 279,465.00							11/5/2012		Not Started	Culley, Linda
DPH	Electronic Medication Administration Record	\$ 208,443.00	\$ 0.00	\$ 208,443.00							11/20/2012		Not Started	Inotas, Support
DPH	Health Information Technology Improvement Project	\$ 6,251,670.00	\$ 1,232,016.00	\$ 5,019,654.00	Yellow	Scope	244%	211%	Yellow		12/7/2012		Active	Koroljak, Kristi
DPH	Jail Health Digitizing X-Rays	\$ 188,562.00	\$ 0.00	\$ 188,562.00							11/27/2012		Not Started	Adler, Marianne
DPH	Previous Life Events	\$ 159,189.00	\$ 0.00	\$ 159,189.00							11/20/2012		Not Started	Inotas, Support
DPH	System-Wide Enhanced Network Design (S-END) Strategic Initiative	\$ 1,161,033.00	\$ 615,948.00	\$ 545,085.00	Green	Scope	100%	100%	Green	Time	12/31/2012	12/31/2012	Active	Piorde, Michele
RCDC	District Court E-Filing 2012	\$ 20,000.00	\$ 0.00	\$ 20,000.00							11/8/2012		Not Started	Inotas, Support
RCDC	Online Migration Hearings	\$ 25,000.00	\$ 0.00	\$ 25,000.00							11/19/2012		Not Started	Inotas, Support
RCE	Enhance Support of Military and Overseas Civilian Voters	\$ 624,400.00	\$ 0.00	\$ 624,400.00							12/6/2012		Active	Elsom, Travis
RCIT	800 MHz Trunked Radio System Sprint/Nextel Rebanding	\$ 400,000.00	\$ 0.00	\$ 400,000.00	Yellow	Scope	100%	100%	Yellow		12/31/2012	12/31/2012	Active	Phung, Hai
RCIT	Business Continuity	\$ 3,857,548.00	\$ 3,495,016.00	\$ 362,532.00							11/8/2012		On Hold	Boudreau, Cheryl
RCIT	Business Empowerment	\$ 4,892,099.00	\$ 0.00	\$ 4,892,099.00							11/20/2012		Not Started	Inotas, Support
RCIT	Countywide Telephony System Replacement Phase II (IPT)	\$ 10,585,050.00	\$ 6,157,175.00	\$ 12,427,875.00	Green	Scope	100%	100%	Green	Scope	12/28/2012	12/28/2012	Active	Brewland, Sonja
RCIT	Data Center Relocation 2008	\$ 9,662,769.00	\$ 9,604,959.00	\$ 257,810.00							12/28/2012	12/28/2012	Active	Boudreau, Cheryl
RCIT	Distributed Antenna Network (Radio System Enhancements)	\$ 519,320.00	\$ 62,847.00	\$ 466,473.00	Green	Scope	100%	100%	Green	Scope	11/27/2012		Active	Phung, Hai
RCIT	Emergency Radio System Replacement	\$ 1,255,998.00	\$ 1,139,027.00	\$ 119,971.00	Green	Scope	100%	100%	Green	Scope	12/6/2012	11/28/2012	Active	Phung, Hai
RCIT	Enterprise Document Management System	\$ 482,615.00	\$ 279,515.02	\$ 203,099.98	Green	Scope	100%	100%	Green	Scope	12/31/2012		Active	Frisk, Donna
RCIT	ESOP (Government Cloud Computing)	\$ 1,658,017.00	\$ 343,259.00	\$ 1,514,758.00	Green	Scope	100%	100%	Green	Scope	12/28/2012	12/28/2012	Active	Boudreau, Cheryl
RCIT	Executive Branch IT Reorganization	\$ 2,675,633.00	\$ 2,607,480.00	\$ 188,153.00							12/5/2012		On Hold	Etkin, Trevor
RCIT	i-Net Modernization	\$ 3,568,133.00	\$ 3,665,763.00	\$ 282,370.00	Yellow	Scope	100%	100%	Yellow	Scope	12/5/2012		Active	Curtiss, David
RCIT	Information Security and Privacy Program	\$ 3,404,336.00	\$ 3,270,716.00	\$ 133,620.00							12/4/2012		On Hold	Johnson, Ralph
RCIT	Integrated Document Exchange	\$ 461,345.00	\$ 0.00	\$ 461,345.00							12/5/2012		On Hold	Inotas, Support
RCIT	Intranet Redesign - Migration to SharePoint	\$ 1,067,310.00	\$ 48,300.00	\$ 1,039,010.00	Green	Scope	100%	100%	Green	Scope	1/3/2013	12/31/2012	Active	Battle, Latasha
RCIT	IT Project Management - Phase II	\$ 450,193.00	\$ 450,193.00	\$ 0.00	Green	Scope	100%	100%	Green	Scope	12/20/2012		Closed	Tripp, Gary
RCIT	Mainframe Application Migration	\$ 10,546,531.00	\$ 1,043,524.02	\$ 9,502,606.18	Green	Scope	100%	100%	Green	Scope	12/28/2012		Active	Hill, Andy
RCIT	Next Generation Radio Planning	\$ 1,603,527.00	\$ 0.00	\$ 1,603,527.00	Green	Scope	100%	100%	Green	Scope	12/13/2012		Active	Phung, Hai
RCIT	Portfolio Management (Performance Measurement)	\$ 298,465.00	\$ 149,169.00	\$ 149,277.00	Green	Scope	100%	100%	Green	Scope	12/27/2012	11/28/2012	Active	Tripp, Gary
RCIT	Post ABI Implementation Project	\$ 295,000.00	\$ 0.00	\$ 295,000.00	Red	Scope	100%	100%	Yellow	Scope	1/2/2013	1/2/2013	Active	Boudreau, Cheryl
RCIT	Sobieski Mountain Repair	\$ 121,351.00	\$ 0.00	\$ 121,351.00	Green	Scope	100%	100%	Green	Scope	11/8/2012		On Hold	Phung, Hai
RCIT	South Loop Microwave Replacement	\$ 3,101,269.00	\$ 3,029,803.00	\$ 131,466.00	Green	Scope	100%	100%	Green	Scope	12/31/2012	12/31/2012	Active	Mandel, David
RCIT	Two Factor Authentication	\$ 157,614.00	\$ 0.00	\$ 157,614.00	Yellow	Scope	100%	100%	Yellow	Scope	12/10/2012		Active	Curtiss, David
RCIT	Web Re-Architecture	\$ 1,069,500.00	\$ 410,000.00	\$ 659,500.00	Green	Scope	100%	100%	Green	Scope	12/31/2012	12/31/2012	Active	Pezzi, Juliette
RCSC	Electronic Social Files	\$ 472,914.00	\$ 42,000.00	\$ 430,914.00	Green	Scope	100%	100%	Green	Scope	12/14/2012	12/14/2012	Active	Kim, Hugh

Division: Agency	Project: Project Name	Project: Total Project Budget	Project: Total Expenditures	Project: Remaining Budget	Project: Schedule	Project: Scope	Project: Budget	Project: Resources	Project: Milestones	Project: Benefits	Project: Last Modified Date	Project: Status Report Date	Project: Status	Project: Project Manager: Last, First
RCSC	Juvenile Court Orders Electronic Forms (E-Orders)	\$ 301,215.00	\$ 278,964.00	\$ 21,251.00							12/14/2012	12/14/2012	Active	Kim, Hugh
RCSC	Electronic Scheduling System	\$ 1,063,707.00	\$ 533,316.00	\$ 530,391.00	Yellow	Open	Open	Yellow	Open	Open	12/2/2013		Active	Moreno, Ava
RCSC	IRIS/YES3 Replacement Project	\$ 6,034,689.00	\$ 2,233,650.50	\$ 3,801,038.42	Yellow	Open	Open	Green	Open	Open	12/26/2012	11/29/2012	Active	McDermott, Judy
RCSC	Wireless CAD Upgrade	\$ 607,495.00	\$ 267,803.00	\$ 339,692.00							11/26/2012		Active	Rhodes, Ion
PAO	PAO Case Management (PRDMIS Replacement) Implementation	\$ 2,000,000.00	\$ 287,277.00	\$ 1,712,723.00	Yellow	Open	Open	Open	Open	Open	12/26/2012	12/26/2012	Active	Tadison, Kassie
PAO	Public Criminal Case Studies Project	\$ 345,000.00	\$ 0.00	\$ 345,000.00							11/27/2012		Not Started	Inouas, Support
Total		\$310,766,395	\$207,197,395	\$103,569,004										

Division: Agency	Project: Project Name	Project: Total Project Budget	Project: Total Expenditures	Project: Remaining Budget	Project: PRB Released	Project: Remaining PRB Released Funds
DAJD	ABT Integration	\$ 245,315.00	\$ 157,013.00	\$ 88,302.00	\$ 178,690.00	\$ 21,667.00
DAJD	ComCor II	\$ 604,622.00	\$ 114,810.00	\$ 489,812.00	\$ 141,162.00	\$ 28,952.00
DAJD	Jail Management Study	\$ 165,824.00	\$ 0.00	\$ 165,824.00	\$ 0.00	\$ 0.00
DAJD	Prelit Risk Assessment Implementation Planning	\$ 87,585.00	\$ 0.00	\$ 87,585.00	\$ 0.00	\$ 0.00
DAJD	Roster Management System Employee Interface	\$ 180,941.00	\$ 0.00	\$ 180,941.00	\$ 0.00	\$ 0.00
DCHS	Demographic Data Consolidation	\$ 240,748.00	\$ 0.00	\$ 240,748.00	\$ 0.00	\$ 0.00
DCHS	DMHP and Public Safety Project	\$ 411,774.00	\$ 0.00	\$ 411,774.00	\$ 0.00	\$ 0.00
DES	Accountable Business Transformation (ABT)	\$ 80,637,147.00	\$ 77,604,290.00	\$ 3,032,857.00	\$ 80,637,147.00	\$ 9,032,857.00
DES	Archives Collection Management System	\$ 347,566.00	\$ 0.00	\$ 347,566.00	\$ 0.00	\$ 0.00
DES	Assessment of Records Office, Business and For-Hire Licensing System (eREET)	\$ 160,000.00	\$ 134,100.00	\$ 25,900.00	\$ 125,000.00	-\$ 9,100.00
DES	Enterprise Customer Relationship Management	\$ 126,516.00	\$ 67,900.00	\$ 58,616.00	\$ 125,926.00	\$ 58,026.00
DES	King County's Electronic Records Management System (KC.ERMS)	\$ 4,895,693.00	\$ 4,717,545.00	\$ 178,148.00	\$ 4,743,095.00	\$ 25,550.00
DES	Regional Incident Management System (RIMS)	\$ 1,059,000.00	\$ 995,109.00	\$ 63,891.00	\$ 491,400.00	-\$ 503,709.00
DJA	Core ECR Replacement Project	\$ 4,232,885.00	\$ 744,744.00	\$ 3,488,141.00	\$ 3,255,495.00	\$ 2,510,751.00
DNRP	Mainsaver Conversion to ABT	\$ 350,000.00	\$ 332,174.00	\$ 17,826.00	\$ 250,000.00	-\$ 62,174.00
DNRP	Parks Ecommerce	\$ 24,637.00	\$ 14,426.00	\$ 10,211.00	\$ 24,637.00	\$ 10,611.00
DNRP	PRISM Conversion to ABT	\$ 2,009,400.00	\$ 1,460,796.00	\$ 548,604.00	\$ 1,383,724.00	-\$ 97,072.00
DNRP	Replacement of Rbase for DOS Program	\$ 627,732.00	\$ 246,237.00	\$ 381,495.00	\$ 316,147.00	\$ 71,910.00
DNRP	West Section Control System Replacement	\$ 10,393,334.00	\$ 6,260,119.00	\$ 4,133,215.00	\$ 0.00	-\$ 8,260,119.00
DOA	Accounting System Update	\$ 233,661.00	\$ 0.00	\$ 233,661.00	\$ 0.00	\$ 0.00
DOA	Assessor Tablet PC Replacement	\$ 382,400.00	\$ 0.00	\$ 382,400.00	\$ 0.00	\$ 0.00
DOA	Property Assessment Appeals Project	\$ 626,000.00	\$ 136,000.00	\$ 490,000.00	\$ 125,600.00	-\$ 10,400.00
DOA	Property Based System Replacement (PBS)	\$ 963,541.00	\$ 949,992.00	\$ 13,549.00	\$ 958,541.00	\$ 8,549.00
DOT	Customer Information Systems	\$ 3,697,225.00	\$ 121,395.88	\$ 3,575,829.12	\$ 840,175.00	\$ 718,779.34
DOT	HASTUS Upgrade	\$ 1,973,793.00	\$ 21,575.76	\$ 1,952,217.24	\$ 470,000.00	\$ 448,424.24
DOT	Maxime Upgrade	\$ 261,840.00	\$ 0.00	\$ 261,840.00	\$ 218,200.00	\$ 218,200.00
DOT	On-Board Systems (OBS) / Communications Center System (CCS)	\$ 36,760,351.00	\$ 24,349,580.00	\$ 12,410,771.00	\$ 24,361,697.00	\$ 12,117.00
DOT	Radio AVL Replacement (RAVL)	\$ 39,188,631.00	\$ 36,206,933.00	\$ 2,981,698.00	\$ 38,016,737.00	\$ 2,810,804.00
DOT	Real Time Information Signs (RTIS)	\$ 4,629,410.00	\$ 800,771.11	\$ 3,828,638.89	\$ 4,629,410.00	\$ 3,928,638.89
DOT	Regional Fare Coordination Enhancements	\$ 4,701,500.00	\$ 994,613.01	\$ 3,706,886.99	\$ 700,847.00	-\$ 293,860.01
DOT	Rider Information Systems - Bus Tracker	\$ 466,699.00	\$ 1,059.00	\$ 465,640.00	\$ 416,969.00	\$ 415,940.00
DOT	Rider Information Systems - IVR	\$ 479,764.00	\$ 287,790.11	\$ 191,973.89	\$ 438,506.00	\$ 150,715.89

Division/Agency	Project/Project Name	Project: Total Project Budget	Project: Total Expenditures	Project: Remaining Budget	Project: PRB Released	Project: Remaining PRB Released Funds
DOT	Rider Information Systems - TABS	\$ 2,288,163.00	\$ 1,951,258.00	\$ 346,905.00	\$ 2,104,053.00	\$ 162,795.00
DOT	Roads Comprehensive Asset and Maintenance Management (RCAMM)	\$ 1,036,035.00	\$ 1,014,093.00	\$ 24,942.00	\$ 1,036,035.00	\$ 24,942.00
DOT	Transit Data Infrastructure Replacement	\$ 4,288,050.00	\$ 105,060.01	\$ 4,182,989.99	\$ 250,000.00	\$ 144,933.00
DOT	Transit Fiber Replacement	\$ 1,162,000.00	\$ 0.00	\$ 1,162,000.00	\$ 0.00	\$ 0.00
DOT	Wireless Transit Signal Priority	\$ 395,835.00	\$ 77,821.00	\$ 228,014.00	\$ 280,304.51	\$ 202,483.01
OPER	Permit Integration	\$ 6,480,417.34	\$ 4,900,000.00	\$ 1,580,417.34	\$ 6,150,796.34	\$ 1,250,796.34
DPH	CBD/CAD Integration at NCRCOM	\$ 124,300.00	\$ 568.00	\$ 123,742.00	\$ 36,588.00	\$ 36,028.00
DPH	CBD/CAD Integration at Valley Communications	\$ 279,405.00	\$ 0.00	\$ 279,405.00	\$ 0.00	\$ 0.00
DPH	Electronic Medication Administration Record	\$ 208,443.00	\$ 0.00	\$ 208,443.00	\$ 0.00	\$ 0.00
DPH	Health Information Technology Improvement Project	\$ 6,251,870.00	\$ 1,232,016.00	\$ 7,019,854.00	\$ 4,100,783.00	\$ 2,668,767.00
DPH	Jail Health Digitizing X-Rays	\$ 188,562.00	\$ 0.00	\$ 188,562.00	\$ 0.00	\$ 0.00
DPH	Previous Life Events	\$ 159,189.00	\$ 0.00	\$ 159,189.00	\$ 0.00	\$ 0.00
DPH	System-Wide Enhanced Network Design (SEND) Strategic initiative	\$ 1,161,033.00	\$ 615,946.00	\$ 565,087.00	\$ 932,254.00	\$ 316,308.00
KCDC	District Court E-Filing 2012	\$ 20,000.00	\$ 0.00	\$ 20,000.00	\$ 0.00	\$ 0.00
KCDC	Online Mitigation Hearings	\$ 25,000.00	\$ 0.00	\$ 25,000.00	\$ 0.00	\$ 0.00
KCE	Enhance Support of Military and Overseas Civilian Veterans	\$ 824,400.00	\$ 0.00	\$ 824,400.00	\$ 824,400.00	\$ 824,400.00
KCIT	800 MHz Trunked Radio System Sprint/Nextel Rebidding	\$ 400,000.00	\$ 0.00	\$ 400,000.00	\$ 89,770.00	\$ 89,770.00
KCIT	Business Continuity	\$ 3,857,548.00	\$ 3,495,016.00	\$ 362,532.00	\$ 3,697,821.00	\$ 202,805.00
KCIT	Business Empowerment	\$ 4,892,069.00	\$ 0.00	\$ 4,892,069.00	\$ 0.00	\$ 0.00
KCIT	Countywide Telephony System Replacement Phase II (IPT)	\$ 10,585,050.00	\$ 6,157,175.00	\$ 12,427,875.00	\$ 6,868,359.00	\$ 711,184.00
KCIT	Data Center Relocation 2009	\$ 9,862,769.00	\$ 9,604,959.00	\$ 257,810.00	\$ 9,862,769.00	\$ 257,810.00
KCIT	Distributed Antenna Network (Radio System Enhancements)	\$ 519,320.00	\$ 52,847.00	\$ 466,473.00	\$ 473,910.00	\$ 421,063.00
KCIT	Emergency Radio System Replacement	\$ 1,285,988.00	\$ 1,136,027.00	\$ 119,971.00	\$ 1,270,502.00	\$ 134,475.00
KCIT	Enterprise Document Management System	\$ 482,615.00	\$ 279,515.02	\$ 203,099.98	\$ 482,615.00	\$ 203,099.98
KCIT	ESOP (Government Cloud Computing)	\$ 1,869,917.00	\$ 343,259.00	\$ 1,514,758.00	\$ 392,000.00	\$ 48,741.00
KCIT	Executive Branch IT Reorganization	\$ 2,876,633.00	\$ 2,687,480.00	\$ 189,153.00	\$ 3,358,608.00	\$ 651,128.00
KCIT	I-Net Modernization	\$ 3,968,133.00	\$ 3,695,783.00	\$ 282,370.00	\$ 3,668,133.00	\$ 282,370.00
KCIT	Information Security and Privacy Program	\$ 3,404,336.00	\$ 3,270,715.00	\$ 133,621.00	\$ 3,404,336.00	\$ 133,621.00
KCIT	Integrated Document Exchange	\$ 461,345.00	\$ 0.00	\$ 461,345.00	\$ 218,000.00	\$ 218,000.00
KCIT	Intranet Redesign - Migration to SharePoint	\$ 1,087,310.00	\$ 48,300.00	\$ 1,039,010.00	\$ 816,414.00	\$ 567,114.00
KCIT	IT Project Management - Phase II	\$ 460,193.00	\$ 450,193.00	\$ 0.00	\$ 450,193.00	\$ 0.00
KCIT	Mainframe Application Migration	\$ 10,540,531.00	\$ 1,043,024.82	\$ 9,502,606.18	\$ 485,000.00	\$ 659,924.82

Division: Agency	Project: Project Name	Project: Total Project Budget	Project: Total Expenditures	Project: Remaining Budget	Project: PRB Released	Project: Remaining PRB Released Funds
KCIT	Next Generation Radio Planning	\$ 1,803,527.00	\$ 0.00	\$ 1,803,527.00	\$ 1,803,527.00	\$ 1,803,527.00
KCIT	Portfolio Management (Performance Measurement)	\$ 299,466.00	\$ 149,189.00	\$ 140,277.00	\$ 204,666.00	\$ 55,477.00
KCIT	Post A&T Implementation Project	\$ 255,000.00	\$ 0.00	\$ 255,000.00	\$ 0.00	\$ 0.00
KCIT	Sopieski Mountain Repair	\$ 121,351.00	\$ 0.00	\$ 121,351.00	\$ 121,351.00	\$ 121,351.00
KCIT	South Loop Microwave Replacement	\$ 3,181,269.00	\$ 3,029,893.00	\$ 151,466.00	\$ 3,141,042.00	\$ 111,239.00
KCIT	Two-Factor Authentication	\$ 157,614.00	\$ 0.00	\$ 157,614.00	\$ 157,486.00	\$ 157,486.00
KCIT	Web Re-Architecture	\$ 1,069,500.00	\$ 410,000.00	\$ 659,500.00	\$ 620,000.00	\$ 210,000.00
KCSC	Electronic Social Files	\$ 472,914.00	\$ 42,000.00	\$ 430,914.00	\$ 255,780.00	\$ 213,780.00
KCSC	Juvenile Court Orders Electronic Forms (E-Orders)	\$ 301,215.00	\$ 279,964.00	\$ 21,251.00	\$ 279,959.31	\$ 4.69
KCSO	Electronic Scheduling System	\$ 1,093,707.00	\$ 533,316.00	\$ 560,391.00	\$ 665,077.00	\$ 131,761.00
KCSO	IRIS/TESS Replacement Project	\$ 6,034,689.00	\$ 2,233,890.58	\$ 3,800,838.42	\$ 3,021,723.00	\$ 787,672.42
KCSO	Wireless CAD Upgrade	\$ 597,655.00	\$ 292,800.00	\$ 244,655.00	\$ 292,800.00	\$ 0.00
PAO	PAO Case Management (PROMIS Replacement) Implementation	\$ 2,000,000.00	\$ 287,277.00	\$ 1,712,723.00	\$ 575,000.00	\$ 287,723.00
PAO	Public Criminal Case Studies Project	\$ 345,000.00	\$ 0.00	\$ 345,000.00	\$ 0.00	\$ 0.00
	Total	\$316,766,309	\$207,197,305	\$109,569,004	\$231,474,684	

Agency	Project Name	Overall Status	Total Project Budget	Spent	Risk 1: No Report To Date or Risk Missing	Risk 2: Red or Yellow Status	Risk 3: Red or Yellow Status for Two or More Months	Risk 4: Late Schedule Delay	Risk 5: Increase Cost for Milestones Overall: 5%	Risk 6: No Report on CIP or PFM Requirements	Risk 7: No Schedule Milestones	Risk 8: No Planned PFM Release Date	Risk 9: Quarter Revisions Medium & High-Risk Projects	Risk 10: Expenses Exceed Funding Release Amount	Risk 11: Significant Scope Change Exceeds Performance Plan	Risk 12: Significant Change in weeks	Risk 13: Significant Change in 17%	Risk 14: Significant Change	Risk 15: No Milestones Plan	Risk 16: No Benefits Plan	Risk 17: No Milestones Budget C/ Input	Risk 18: No Milestones Change	Risk 19: No Milestones Budget Change	
CA-01	ADD Integration		170,515	100%				X																
CA-02	CA-01		10,427	100%						X	X	X												
CA-03	CA-01		175,942	100%																				
CA-04	CA-01		52,743	100%																				
CA-05	CA-01		149,191	100%																				
CA-06	CA-01		11,443,141	100%																				
CA-07	CA-01		12,427	100%																				
CA-08	CA-01		111,114	100%																				
CA-09	CA-01		102,129	100%																				
CA-10	CA-01		113,527	100%																				
CA-11	CA-01		134,543	100%																				
CA-12	CA-01		118,000	100%																				
CA-13	CA-01		138,119	100%																				
CA-14	CA-01		16,103,003	100%																				
CA-15	CA-01		11,618,100	100%																				
CA-16	CA-01		11,443,231	100%																				
CA-17	CA-01		14,777,851	100%																				
CA-18	CA-01		14,312,441	100%																				
CA-19	CA-01		138,000	100%																				
CA-20	CA-01		12,659,408	100%																				
CA-21	CA-01		101,773	100%																				
CA-22	CA-01		118,103,134	100%																				
CA-23	CA-01		11,443,401	100%																				
CA-24	CA-01		133,181	100%																				
CA-25	CA-01		132,430	100%																				
CA-26	CA-01		128,100	100%																				
CA-27	CA-01		103,541	100%																				
CA-28	CA-01		12,414,421	100%																				
CA-29	CA-01		11,011,241	100%																				
CA-30	CA-01		11,171,714	100%																				
CA-31	CA-01		11,171,714	100%																				
CA-32	CA-01		11,171,714	100%																				
CA-33	CA-01		11,171,714	100%																				
CA-34	CA-01		11,171,714	100%																				
CA-35	CA-01		11,171,714	100%																				
CA-36	CA-01		11,171,714	100%																				
CA-37	CA-01		11,171,714	100%																				
CA-38	CA-01		11,171,714	100%																				
CA-39	CA-01		11,171,714	100%																				
CA-40	CA-01		11,171,714	100%																				
CA-41	CA-01		11,171,714	100%																				
CA-42	CA-01		11,171,714	100%																				
CA-43	CA-01		11,171,714	100%																				
CA-44	CA-01		11,171,714	100%																				
CA-45	CA-01		11,171,714	100%																				
CA-46	CA-01		11,171,714	100%																				
CA-47	CA-01		11,171,714	100%																				
CA-48	CA-01		11,171,714	100%																				
CA-49	CA-01		11,171,714	100%																				
CA-50	CA-01		11,171,714	100%																				

User's Guides



Project Review Board SharePoint Website
- User's Guide -

January 2013

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Introduction

The Project Review Board (PRB) provides oversight to King County's Information Technology (KCIT) projects. The County Chief Information Officer (CIO) chairs the PRB, which members include the Assistant Deputy County Executive, Director of the Office of Performance, Strategy and Budget (PSB), and Director of the Department of Executive Services (DES).

The PRB focuses its oversight on promoting project success. There are several major areas of the project oversight:

Risks Evaluation. The project reviews are targeted specifically on identification of project risks and recommendations to project teams for moving forward in a way to mitigate the risks and promote project success.

Quality Assurance. If there are indications that a project may be experiencing significant risks to their scope, schedule and budget, the PRB/CIO can recommend conducting quality review of the project. The objective of quality review is to provide recommendations for corrective actions and bringing the project back on track. Such reviews may be conducted internally, or with hired consulting resources.

Outreach to Projects. Another important oversight focus is to identify projects that may need help and offer them assistance by involving the PRB/CIO. The CIO has been instrumental in promoting this approach in multiple ways: adding additional technical resources to projects lacking specific expertise; joining projects' Steering Committees; involving CIO's subject matter experts to advise projects on specific project management or technical areas; discussions with vendors; and encouraging and inviting projects to bring issues and problems forward and ask for help in resolving them.

Increasing IT project management skills and use of the countywide IT project management methodology. Project Review Board oversight has been, in great extent, enabled by a parallel efforts coordinated by the County's Project Management Center of Excellence (PMO). The PMO's roles include providing: functional support for the county's IT project managers; project management tools, disciplines, training; practical support for project management; standards for communications, methods; and ensuring quality through best practices. It further creates a community of practitioners for shared assistance and knowledge exchange. The major values the PMO focuses on are: enhancing project performance and results; improving resource coordination; and increasing delivery of business benefits. The efforts to increase IT project management skills, adopt countywide project management methodology and standard IT project delivery methods contribute to overall project success and aid in PRB oversight.

Transparency of PRB's actions and decisions. All project materials provided for PRB reviews for funding releases and briefings, monthly status reports, PRB decisions, actions and recommendations are available on the King County Intranet website (for the PRB record prior to June 2011) and SharePoint website (since June 2011). Both websites are available for access to all King County employees.

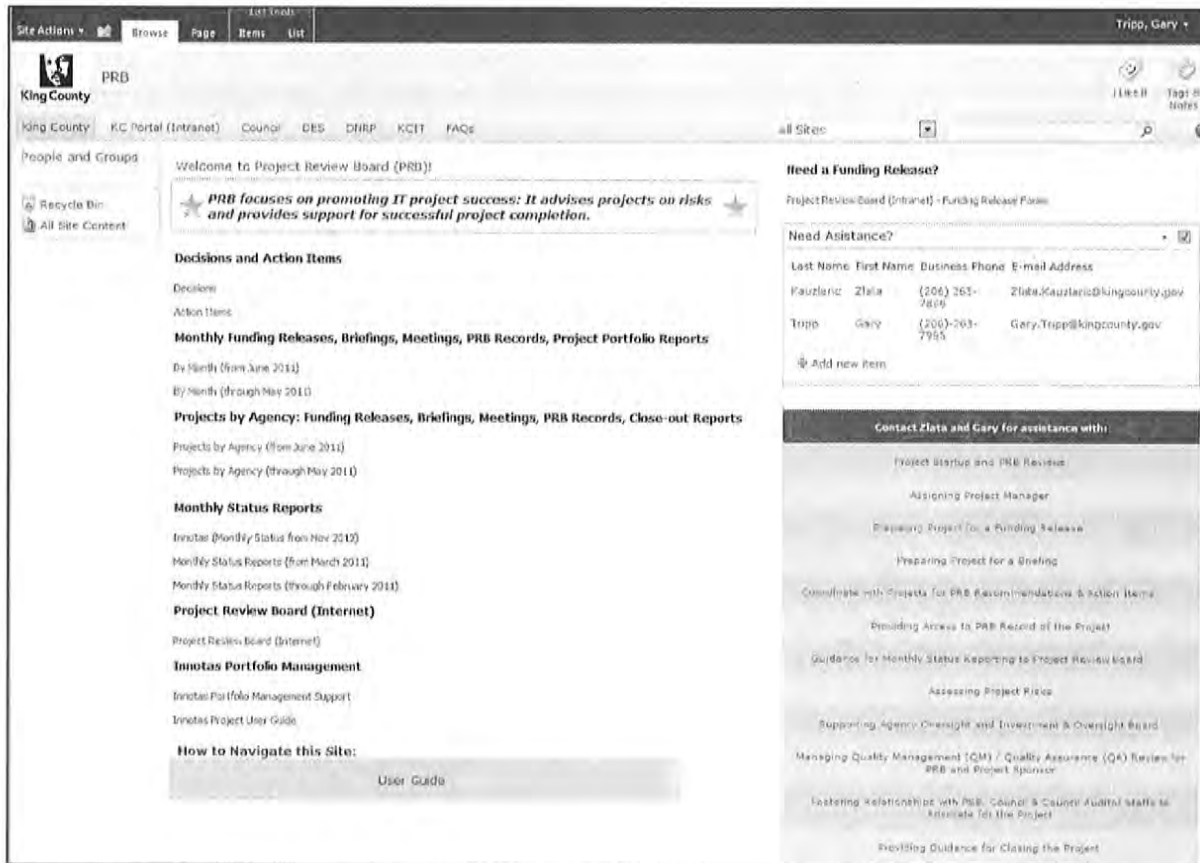
This guide provides a brief overview on how to easily navigate the PRB SharePoint website. The guide is intended to be used by county users who need to review project materials and PRB actions and decisions.

Accessing the PRB SharePoint site

The Project Review Board SharePoint website includes PRB oversight records for all projects that have come to the PRB since June 2011.

For the PRB oversight records prior to June 2011, users need to visit King County Intranet website at: <http://kcweb.metrokc.gov/oirm/projrevboard.aspx>

The PRB SharePoint website is available at: <https://kcmicrosoftonlinecom-5.sharepoint.microsoftonline.com/prb/default.aspx>. You must have Microsoft Office 365 installed to access this site. If you do not have Microsoft Office 365 installed, contact the KCIT Service Desk by phone at (206) 263-HELP or by email to Help, Ticket Entry.



Clicking on the [Decisions](#) link will bring up a spreadsheet showing all decisions made by the Project Review Board.

Clicking on the [Action Items](#) link will bring up a spreadsheet showing all open and closed project action items, recommendations and CIO conditions.

Record of PRB Oversight Organized by Month/Year

This section contains project documentation submitted to the PRB organized by month/year. The [By Month \(through May 2011\)](#) link points to project documentation submitted to the PRB through May 2011, prior to the move to SharePoint. These files can be found at:
<http://kcweb.metrokc.gov/oirm/prb/ProjectOversight/WebPages/PRBProjPage.aspx>.

The [By Month \(from June 2011\)](#) link points to project documentation submitted to the PRB from June 2011, after the move to SharePoint. This project documentation includes funding release and briefing documentation, PRB records and project portfolio reports.

To navigate to a specific month/year:

1. Click on the [By Month \(from June 2011\)](#) link, which will display a list of months and years.
2. Click on any month/year link. (December 2011 for this example.)

The screenshot shows the King County PRB website interface. The breadcrumb trail is: King County > PRB > Funding Releases, Briefings, Meetings, PRB Decisions and Actions. Project Portfolio Reports (from June 2011). The main heading is: Funding Releases, Briefings, Meetings, PRB Decisions and Actions, Project Portfolio Reports (from June 2011). Below the heading is a table with columns for Type, File, and URL. The table lists seven entries for the months of 2011:

Type	File	URL
File icon	File icon	1. Jun 2011
File icon	File icon	2. Jul 2011
File icon	File icon	3. Aug 2011
File icon	File icon	4. Sept 2011
File icon	File icon	5. Oct 2011
File icon	File icon	6. Nov 2011
File icon	File icon	7. Dec 2011

This will display the PRB web page for this month/year. This page provides links to the project portfolio reports for this month, links to any funding releases or briefings including PRB records on all decisions, action items and recommendations for this month/year.



3. Click on any project name link. (DES - Accountable Business Transformation (ABT) for this example.)

All project documentation submitted to the PRB for the funding release and/or briefing is displayed.



The first file is the staff report which includes recommendations to the project and the CIO/PRB decision on the funding release request. This is followed by the documentation that the project submitted to the PRB. The last file is the formal PRB record for the funding release including the decision and related recommendations.

Note: Monthly status reports for the projects can be found on the PMO website at: [Project Management Center of Excellence > PRB Declarations > Status Reports](#) .

Record of PRB Oversight Organized by Project/Agency

This section contains project documentation submitted to the PRB organized by agency and by project. The [Projects by Agency \(through May 2011\)](#) link points to project documentation submitted to the PRB through May 2011, prior to the move to SharePoint. These files can be found at: <http://kcweb.metrokc.gov/oirm/prb/ProjectOversight/WebPages/PRBProjPage.aspx>.

The [Projects by Agency \(from June 2011\)](#) link points to project documentation submitted to the PRB from June 2011, after the move to SharePoint. This project documentation includes funding release and briefing documentation, PRB records, close-out reports and action item responses.

To navigate to a specific project:

1. Click on the [Projects by Agency \(from June 2011\)](#) link, which will display a list of agencies.
2. Click on any agency name link. (DES for this example.)

The screenshot shows the SharePoint interface for the King County PRB Projects site. The breadcrumb trail is 'King County > PRB > Projects'. The page title is 'Projects'. The view is set to 'All Documents'. A table lists various projects with columns for Type, Name, Modified, and Modified By.

Type	Name	Modified	Modified By
Folder	DAJD	8/18/2011 3:05 PM	Tripp, Gary
Folder	DCHS	10/20/2011 9:14 AM	Kauzlaric, Zlata
Folder	DDES	8/18/2011 3:09 PM	Tripp, Gary
Folder	DES	7/28/2011 2:18 PM	Tripp, Gary
Folder	DOT	7/28/2011 11:49 AM	Tripp, Gary
Folder	Elections	9/16/2011 11:09 AM	Tripp, Gary
Folder	KCIT	7/28/2011 2:18 PM	Tripp, Gary
Folder	KCSC	7/28/2011 2:18 PM	Tripp, Gary
Folder	KCSO	7/28/2011 2:19 PM	Tripp, Gary
Folder	PAO	11/18/2011 3:40 PM	Tripp, Gary
Folder	PH	7/28/2011 2:18 PM	Tripp, Gary

3. Click on any project name link. (ABT for this example.)

KC Portal (Intranet) > King County

Welcome Tripp, Gary

PRB

This List: Projects

King County

King County > PRB > Projects > DES

Projects

View All Site Content

People and Groups

Recycle Bin

New Upload Actions Settings View: All Documents

Type	Name	Modified	Modified By
Folder	ABT	8/18/2011 2:35 PM	Tripp, Gary
Folder	Assessment of Recorder's Office (eREET)	8/18/2011 2:38 PM	Tripp, Gary
Folder	Regional Incident Management (RIMS)	8/18/2011 2:37 PM	Tripp, Gary

4. Click on any month/year link. (June 2011 for this example.)

KC Portal (Intranet) > King County

Welcome Tripp, Gary

PRB

This List: Projects

King County

King County > PRB > Projects > DES > ABT

Projects

View All Site Content

People and Groups

Recycle Bin

New Upload Actions Settings View: All Documents

Type	Name	Modified	Modified By
Folder	1. June 2011	12/5/2011 10:52 AM	Tripp, Gary
Folder	2. Dec 2011	12/5/2011 10:52 AM	Tripp, Gary

All project documentation submitted to the PRB for the funding release for that month and year is displayed.

King County Portal (Intranet) > King County

Welcome Tripp, Gary

This List: Projects

King County > PRB > Projects > DES > ABT > 1. June 2011

Projects

Type	Name	Mod. Red.	Modified By
Document	a0_Staff_Report_DES_ABT	8/18/2011 2:35 PM	Tripp, Gary
Document	a1_PRB ABT-May 2011 Funding_Release_Request_Form v1.0	12/9/2011 2:38 PM	Tripp, Gary
Document	a2_Checklist	12/9/2011 2:38 PM	Tripp, Gary
Document	b1_ABT Program June 2011 Quarterly Report 3.0 20110505 v01mmh	12/9/2011 2:38 PM	Tripp, Gary
Document	b2_ABT Program Apr 2011 QM Status Report Final	12/9/2011 2:38 PM	Tripp, Gary
Document	b3_ABT Management Team Dashboard_20110524_final	12/9/2011 2:38 PM	Tripp, Gary
Document	d1_Budget Project Plan May 10_MSP2007	12/9/2011 2:38 PM	Tripp, Gary
Document	d2_EBS Project Plan May 10_MSP2007	12/9/2011 2:38 PM	Tripp, Gary
Document	d3_PTL Project Plan May 10_MSP2007	12/9/2011 2:38 PM	Tripp, Gary
Document	c1_PRB work plan-spending plan	12/9/2011 2:38 PM	Tripp, Gary
Document	f_PRB ABT May 2011 v1.0	12/9/2011 2:36 PM	Tripp, Gary
Document	PRB Record June 2011	12/9/2011 3:03 PM	Tripp, Gary

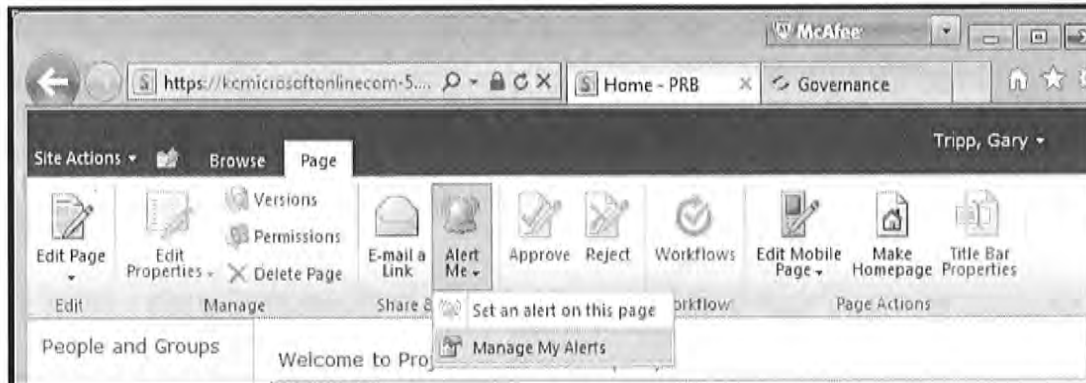
The first file is the staff report which includes recommendations to the project and the CIO/PRB decision on the funding release request. This is followed by the documentation that the project submitted to the PRB. The last file is the formal PRB record for the funding release including the decision and related recommendations.

Note: Monthly status reports for the projects can be found on the PMO website at: [Project Management Center of Excellence > PRB Declarations > Status Reports](#).

Setting Alerts in SharePoint

If you wish to be notified of changes to the project documents on PRB SharePoint, follow these steps for setting alerts in PRB SharePoint:

1. Go to [PRB SharePoint](#).
2. Click **Page** at the top of the screen; click **Alert Me**, and select **Manage my Alerts**.



3. On the next page, click **Add Alert**.
4. In the **Choose a List or Document Library**, select **Projects** and click **Next**.
5. Review the options available, and select the ones you want. In general, the default options are probably satisfactory. However, for the **When to Send Alerts** option, you may wish to select the **Send a weekly summary** option to avoid getting numerous daily emails.



Innotas Project Portfolio Management: Project User Guide

Nov 6, 2012

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Logging In To Innotas

Innotas is a Portfolio Management system that is considered software as a service. It is hosted in the cloud (meaning the system is hosted outside of the county-- not on the county hardware). Logging into Innotas is similar to any other sign on process.

The production website is <https://secure.innotas.com/index.jsp>

Enter your Username and Password in the proper fields, and then click the “Login” button (figure 1).



FIGURE 1 – LOGIN SCREEN

Help

Innotas has a rich help feature which can be accessed from the “Help” button on any of the screens. The help feature contains advanced functions including an index method and a search method. If you are unable to resolve a problem on your own, or if other issues arise, contact the helpdesk via email at “KCIT Help Desk” or via phone at [ext. 434537 \(3-help\)](tel:ext.434537). The helpdesk will triage the ticket and assign it appropriately.

Navigating to the Projects Module

Click on the “Projects” tab on the top row of tabs.

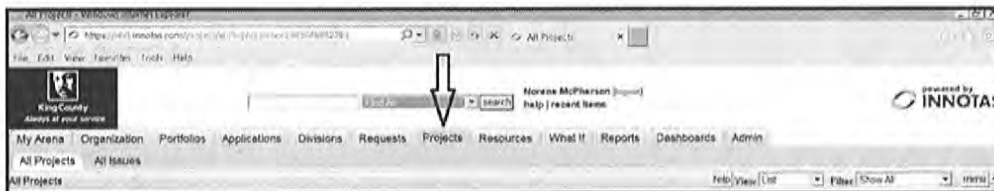


FIGURE 2 – INITIAL NAVIGATION – TOP ROW OF TABS

The Projects Main Screen

The main “Projects” screen displays the list of projects that have been entered into the system. (See Appendix A for Project field descriptions).

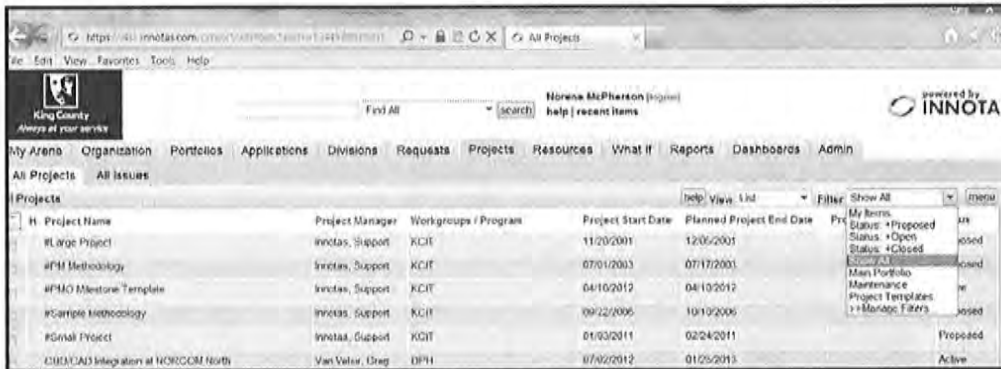


FIGURE 3 - MAIN PROJECTS TAB/SCREEN

Some of the Innatas system screens may be larger than the size set for your browser window. Use the scroll bars on the right side of the screen to ensure you see the entire window.

There are some screens within Innatas that provide additional navigational and viewing options at the bottom of the window (figure 4), such as page numbers.

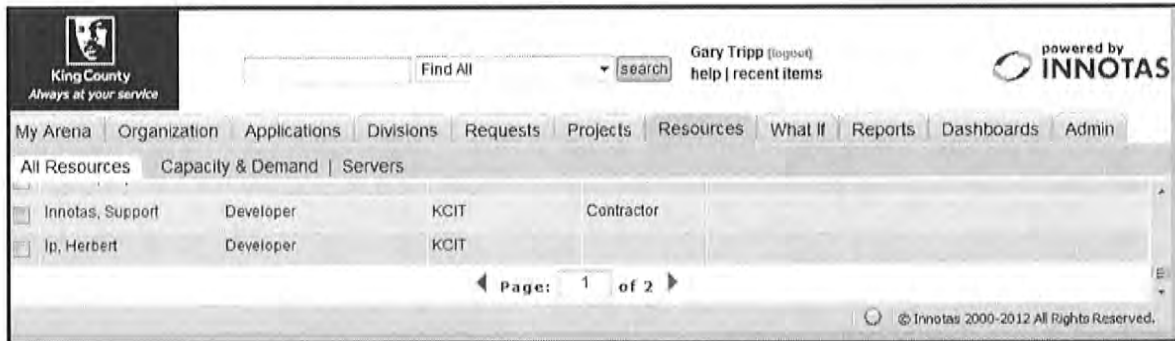


FIGURE 4 - ADDITIONAL NAVIGATIONAL METHODS

Filtering the Projects List

Apply a filter to control the list of Projects you can see on the screen. The “View” dropdown box provides methods for displaying the list of Projects on your screen (figure 5).

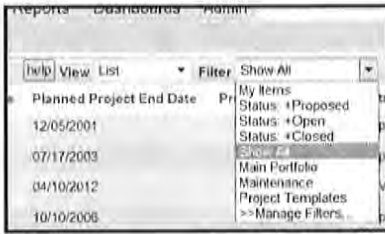


FIGURE 5 - FILTER OPTIONS

The “My Items” filter option (figure 5) will show applications that have your name as the owner. The “Show All” option will show the complete list of all Projects.

The filter option provides you with the ability to limit the items that are presented in lists and reports. You can set up filters so that only the data that is relevant to you is displayed. The filter settings for each list are “sticky” so that the last filter used will be active when you return to a screen.

Filters created by the user belong to that user and aren’t viewable to other users. System administrators can create Public Filters.

To create a filter, click on the “>>Manage filters...” (figure 5) option in the filters drop down box. The “All Filters for Projects” screen (figure 6) will appear. This screen will show all of the filters available to you. You are able to update the filters that show you as the owner. To continue creating a new filter, click on the “new” button.

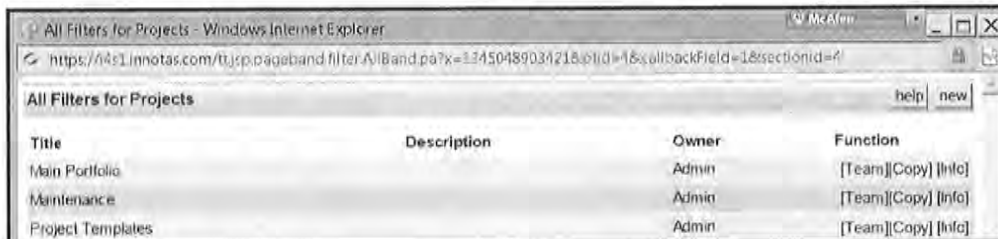


FIGURE 6 - “ALL FILTERS FOR PROJECTS” SCREEN

The “Add Criteria to Filter” (figure 7) first screen will appear.

Click on the dropdown box on the new screen to see the possible fields you can use in your filter.

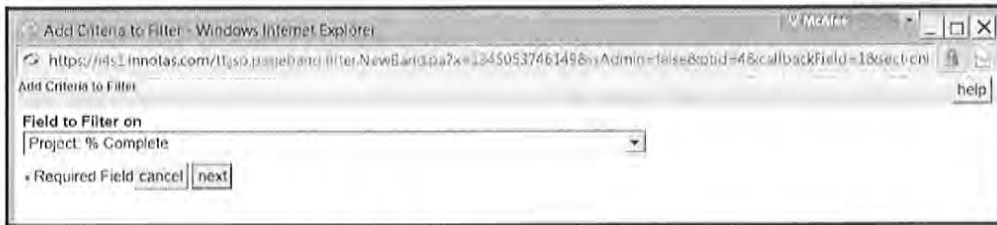


FIGURE 7 - “ADD CRITERIA TO FILTER” SCREEN

For example purposes “Project AI1 – Status” has been selected in the “Field to Filter on” dropdown box (figure 8).



FIGURE 8 - FILTER FIELD SELECTION EXAMPLE

After selecting the field, click on the “next” button to continue.

The “Add Criteria to Filter Screen” will appear (figure 9).

Choose a value in the “Comparison Operator” dropdown box. Then either select a value from the “Comparison Value” dropdown box or enter text. Click the “next” button to continue.

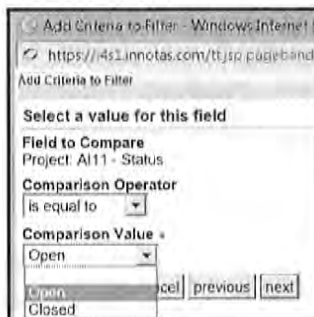


FIGURE 9 - COMPARISON OPERATORS AND VALUES

The “Edit Filter Criteria” screen (figure 10) will now appear. To add additional criteria to the filter, you can use the “&”, “OR”, or “X” (X is used to delete the criteria statement). If you choose to append more statements to the filter, you will go thru the screens above until you click the “save” or “cancel” button.

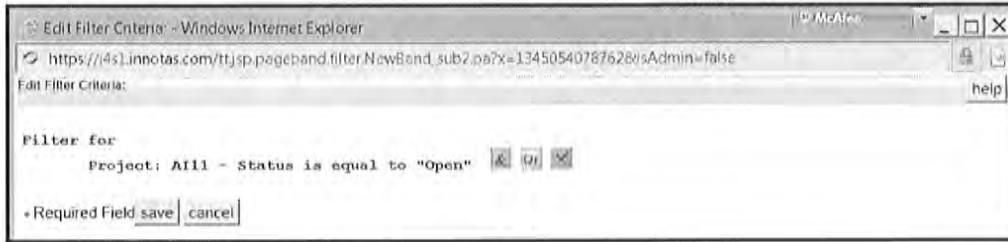


FIGURE 10 - "EDIT FILTER CRITERIA" SCREEN

The final screen in the create filter process is the "Save Filter" screen (figure 11). Enter a meaningful title (which is required) and a brief description (the description is not required).

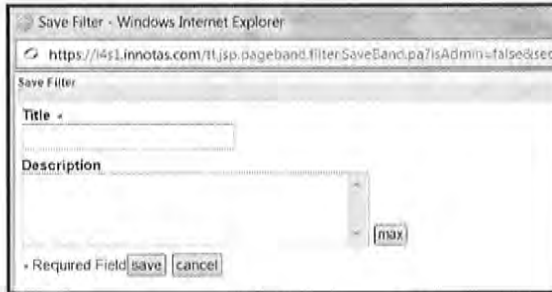


FIGURE 11 - "SAVE FILTER" SCREEN

This new filter will now appear in your filter dropdown lists (as shown in figure 3 and figure 5).

Using Search to Find Records

Innotas contains a search function. It can be found at the top of the Innotas main screen (figure 12). The example below (figure 12) shows the search with the dropdown box activated.

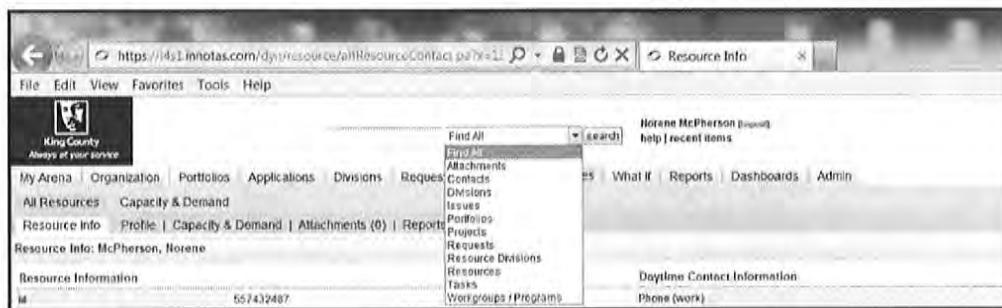


FIGURE 12 – SEARCH FUNCTION NAVIGATION

The Innotas search function allows users to search on title, description, ID, and other fields for several items including:

Item	Fields Searched
Attachments	Title, File Name, ID
Portfolios	Title, Description, ID
Projects	Title, Description, ID
Project Issues	Title, Description, ID
Resources	Title, First Name, Last Name, ID
Tasks	Title, Description, ID

FIGURE 13 - LIST OF SEARCHABLE FIELDS

When searching by ID (numerical search characters only), you must enter the exact ID number.

To search for an item, enter your search criteria (any text or a full id number) in the search field at top of the screen. For the example below (figure 14), the text Pay was used.

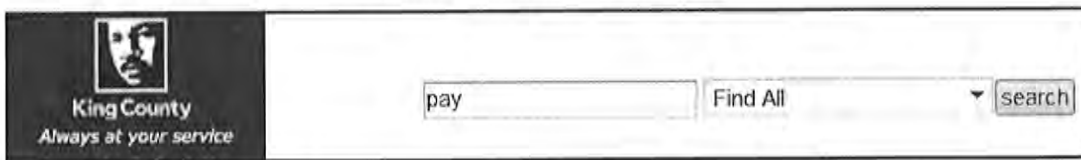


FIGURE 14 - SEARCH EXAMPLE

Select the item type for which you are searching from the dropdown list. Projects are Portfolio objects. The simplest method is to just use “Find All” to search thru all portfolio types. Click the “search” button. A popup window will be presented with the search results (figure 15).

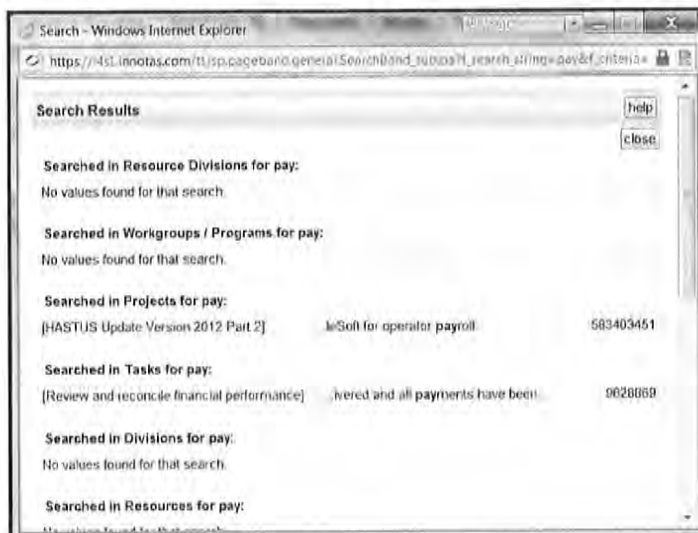


FIGURE 15 - "SEARCH RESULTS" SCREEN

Click on an item title on the "Search Results" screen to go to that item. Items that can be selected are in brackets and in blue lettering (indicating a link to that item).

Creating a Project

Note: Most users do not have the capability to create new projects, as new projects are typically created as a result of the budget request process.

On the "Projects" tab, click on the "menu" button, then the "New Project" item in the submenu (figure 16).



FIGURE 16 –PROJECT MENU – NEW PROJECT

The first "Create a new Project" screen (Figure 17) will appear.

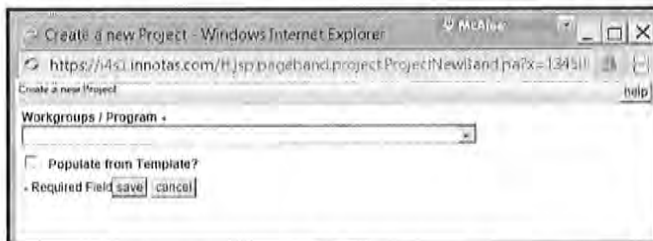


FIGURE 17 - FIRST "CREATE A NEW PROJECT" SCREEN

Select a workgroup in the dropdown list. For example purposes DES-REALS-Default Work Group has been selected (figure 18). Hit the enter key to complete the selection process.

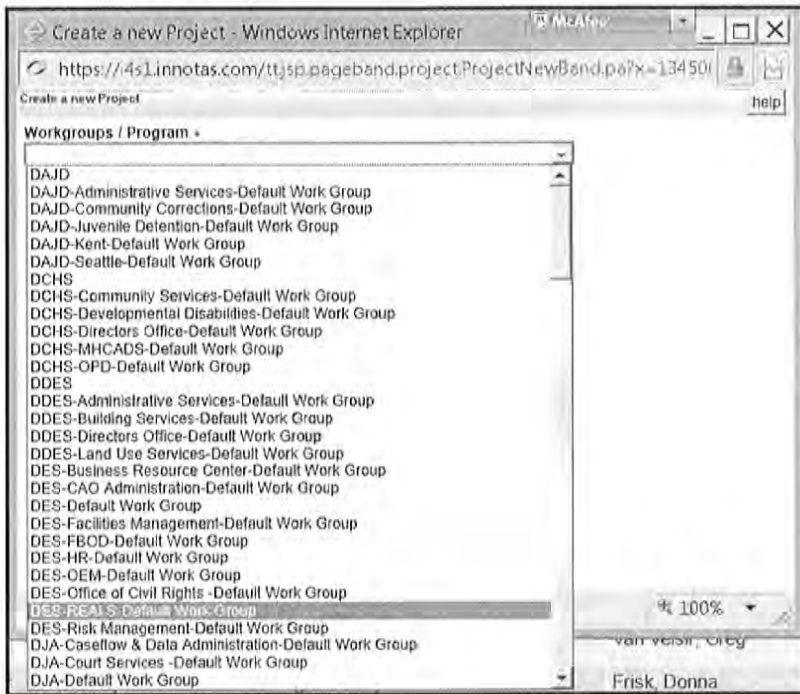


FIGURE 18 - WORKGROUP DROPDOWN SELECTION EXAMPLE

Ensure that the workgroup you have chosen appears in the Workgroups/Program field. Ensure the "Populate from Template" checkbox has been checked. Click the "save" button to continue (figure 19).

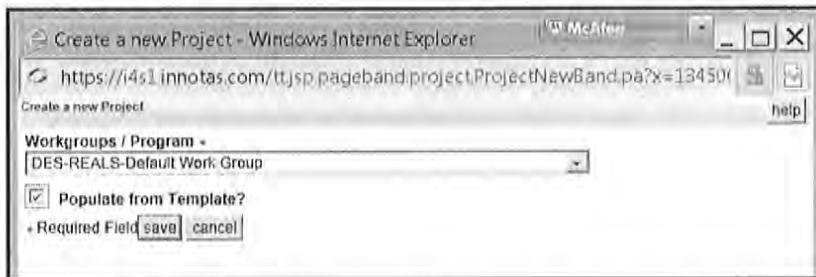


FIGURE 19 - COMPLETED "WORKGROUP" DROPDOWN SELECTION EXAMPLE

The second “Create a new Project” screen will appear. Use the #PMO Milestone Template in the “Template Project” dropdown box (figure 20).

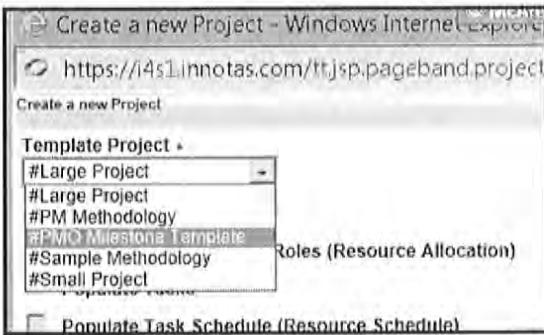


FIGURE 20 – “TEMPLATE PROJECT” DROPDOWN BOX EXAMPLE

Ensure the template selected is correct. Ensure only the “Populate Tasks” checkbox is checked. Click on the “save” button to continue (figure 21).

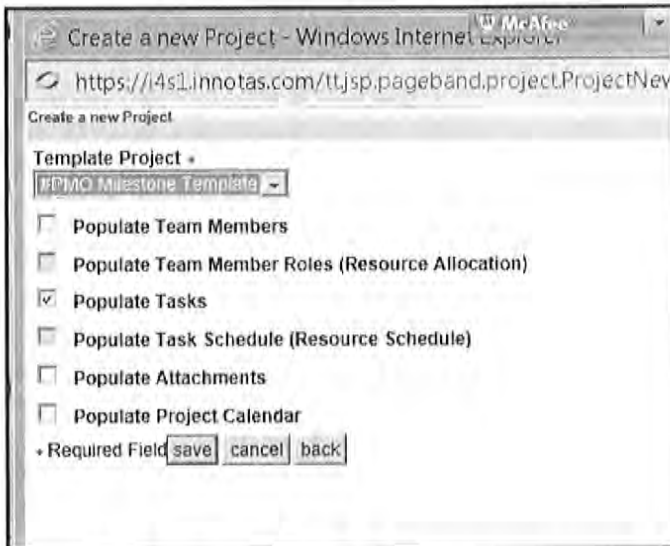


FIGURE 21 - COMPLETED “TEMPLATE PROJECT” DROPDOWN AND CHECKBOX EXAMPLE

The third "Create a new Project" screen (figure 22) will appear. Enter the required data on the Project form. See Appendix A for field descriptions, etc. Note that this screen has 2 columns of data. Use the right side and bottom scroll bars to see all the fields on the screen. If you do not enter required fields you will get a popup screen when you try to save letting you know that a required field has not been populated. There are some fields that are required by the business rules, but not required by the Innotas system. See Appendix A for the required fields.

FIGURE 22 - THIRD "CREATE A NEW PROJECT" SCREEN

Click the "save" button to save the entered Project data. If you have not entered data in a required field, a dialog box will appear. Fill in the required field and click on the "save" button.

Editing the Project Info Tab

Once you have entered and saved the initial project data the project will be created. The "Project info" tab will then be populated. You can edit the data on the "Project info" tab as well as the information on the other tabs.

Note – after you save any data onto any of the Innotas screens, you may need to refresh the screen for the data to appear properly. You can refresh by using the refresh icon next to the Innotas URL at the top left of the screen.

On the Projects list screen, select the Project you want to edit. Click on the Project's Name to open the project for editing (figure 23).

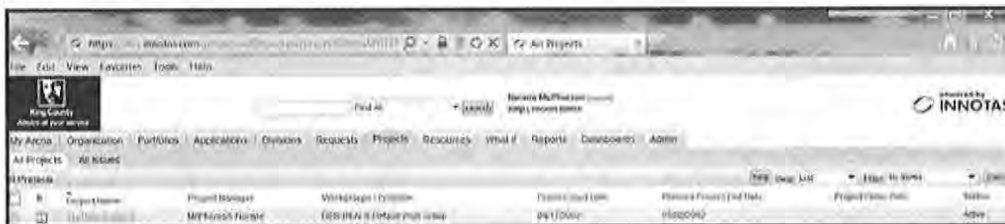


FIGURE 23 - SELECTING A PROJECT FOR EDITING

The project detail screen will open (figure 24).

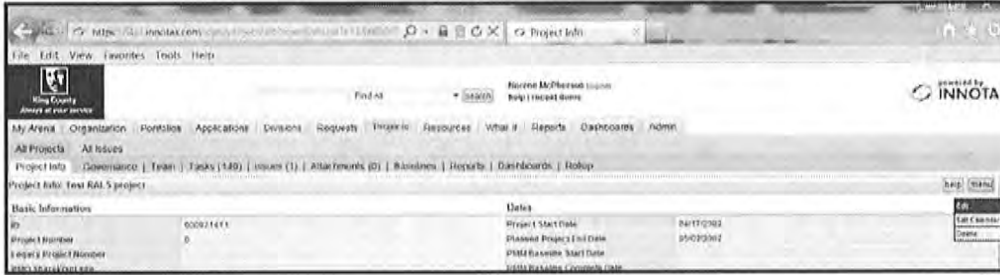


FIGURE 24 - PROJECT DETAIL SCREEN - "PROJECT INFO" TAB

The projects Detail screen has multiple tabs (figure 25). To view (or edit) the information on each tab, click on the appropriate tab.

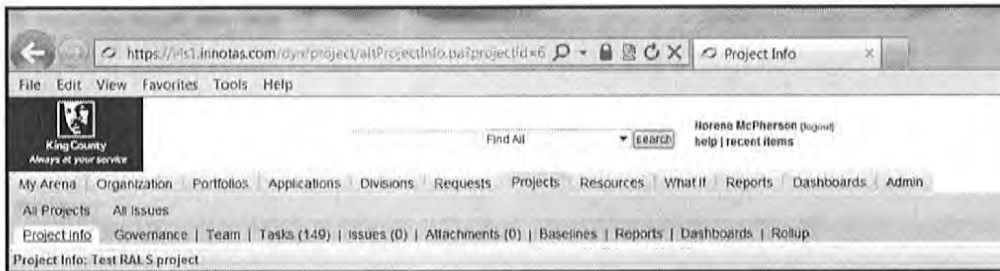


FIGURE 25 - PROJECTS DETAIL SCREEN TABS

Project Info Tab Overview

The "Project Info" tab (figure 26) displays the general information for the project. Text that is shown in blue are links to the detail screens for the item of data contained in that text.

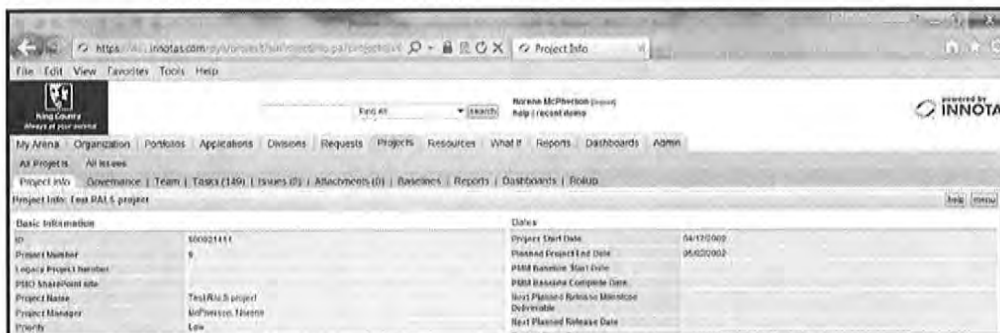


FIGURE 26 - "PROJECT INFO" TAB/SCREEN

Editing the Project Info Tab Data

To edit the data, click on the “menu” button on the right side of the “Project Info” tab/screen. Then click on the “Edit” submenu item (figure 27).



FIGURE 27 – PROJECT “INFO” TAB MENU “EDIT” SUBMENU ITEM

The “Edit Project” screen will appear. It is very similar to the “Create new Project” screen. Enter or update the data and click on the “save” button to save your changes. (See Attachment A for field descriptions)

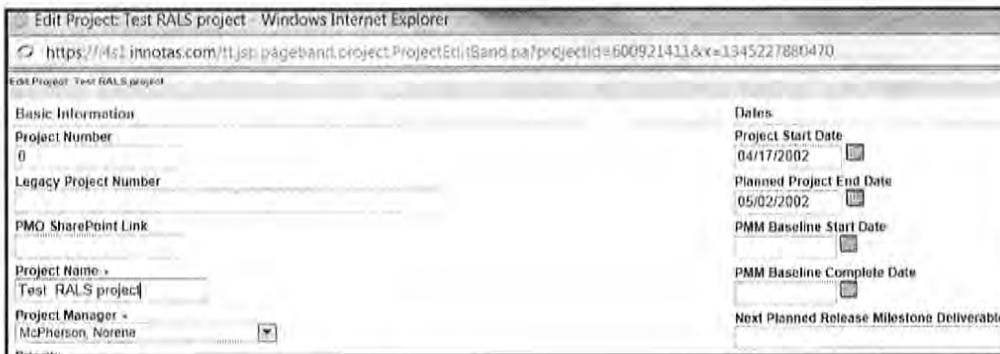


FIGURE 28 - “EDIT PROJECT” SCREEN

Closing a Project

Select the project you wish to close from the project list screen. Select the project info tab, click on the “menu” button and select the “Edit” option (See figures 27, 28, and 29). Set the “Project Status” field to Closed. Enter the “Project Close Date”. Click the “save” button.

Governance Tab Overview

Project governance is the management framework where project decisions are made. The role of project governance is to provide a decision making framework that is logical, robust, and repeatable to govern an organization’s investments. In this way, an organization will have a structured approach to conducting both its business as usual activities and its business change, or project, activities.

Project Governance data is reflected in the "Governance" tab (figure 29). Only the Governance team can edit this tab/data. It is view only for all other users.

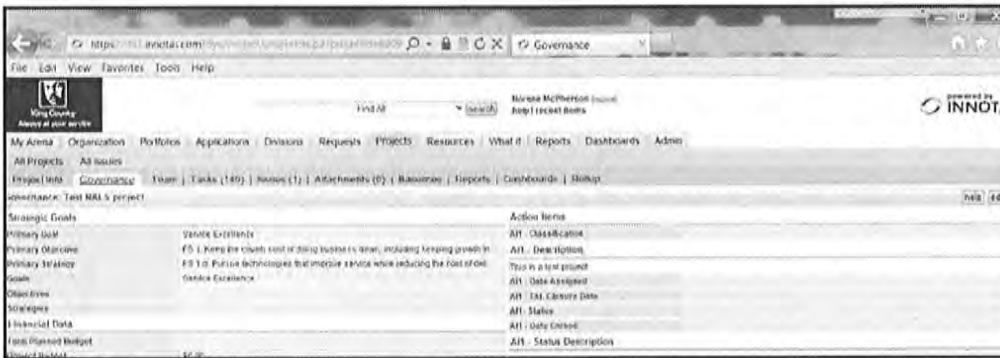


FIGURE 29 - "GOVERNANCE" TAB/SCREEN

Team Tab Overview

Project manager can allow other individuals to edit the project data the project by adding others to the project team. Team members can be restricted to editing subsets of the project data (figure 30).

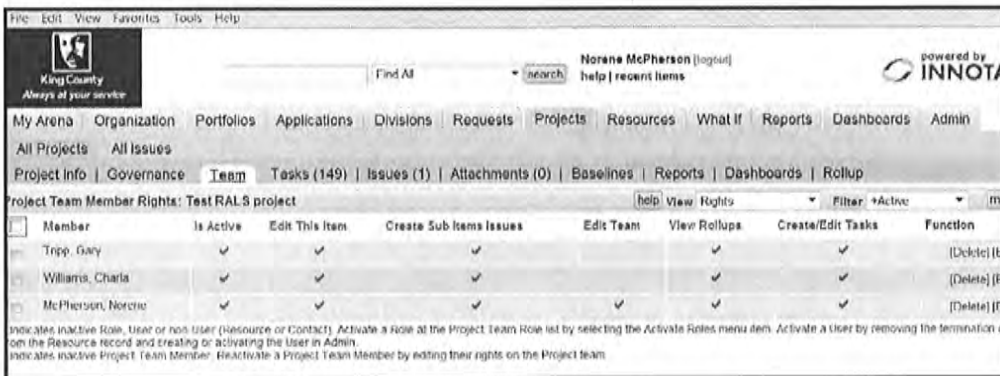


FIGURE 30 - "TEAM" TAB/SCREEN

Editing the Team Tab Data

To edit the team data, select the Rights item in the “View” dropdown box on the right side of the “Team” tab/screen (figure 31).

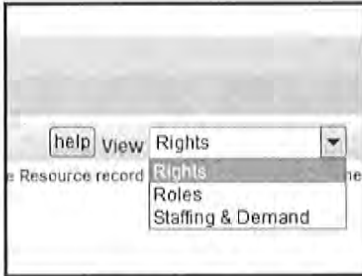


FIGURE 31 – “TEAM” TAB “VIEW” DROPDOWN BOX

To add new team members, Click on the “menu” button on the right side of the Project “Team” tab/screen. Click on the “New Team Members” submenu item (figure 32).



FIGURE 32 – “TEAM” TAB “NEW TEAM MEMBERS” SUBMENU ITEM

The “Add Team Members” screen (figure 33) will appear.



FIGURE 33 - “ADD TEAM MEMBERS” SCREEN

On the “Add Team Members” screen (figure 33), highlight each user that you would like to add to the team, and then click the right arrow key to add them to the “Selected Users” list. To remove someone from the “Selected Users” highlight the user(s) in the list then click the left arrow.

Note: The project owner is granted rights automatically to edit the project. However, if you want to assign issues to the project owner, you must add the owner as a team member (the owner is not added as a team member automatically).

Use the checkboxes to indicate which permissions to grant to the user(s). Click on the “save” button to activate the team permissions. Control will be returned to the “Team” tab (figure 34). To delete the user from the team, click on the “Delete” option on the right side of that user’s line. To change the permissions for a team member, click on the “Edit” option on the right side of that user’s line.

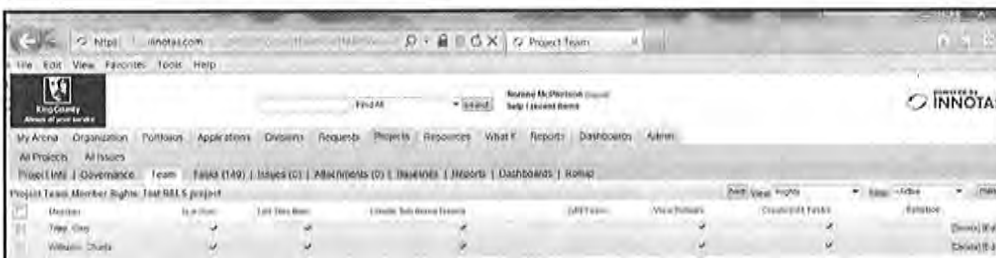


FIGURE 34 - "TEAM" TAB/SCREEN

Tasks (Milestones) Tab Overview

A project is comprised of one or more tasks. Tasks are executable actions that are assigned to resources and/or roles.

Task Views

There are a number of view options available to users for each project task list. The views available include Dependency, Estimate/Schedule, Hierarchy, List, Summary and Workbench. You can use the Workbench view to enter the milestones needed for the monthly status report.

Select the task view from the “View” dropdown box on the right side of the screen (figure 36).



FIGURE 36 - "TASKS" TAB/SCREEN

Dependency view

The "Dependency" view (figure 37) provides greater visibility to dependencies for users who are responsible for planning and maintaining task schedules and time lines. When in this view, clicking on the task ID# takes users directly to that task's dependency screen, rather than to the task basic info screen.

#	Outline	Title	Duration	Start Date	Target Date	Complete Date	Accept	Manual	Conflicts	Milestone	Predecessors	Constraint Type
1	1	Project Management	1 day	08/15/2012 9:00 AM	08/16/2012 5:00 PM		✓					ASAP
2	1.1	Project Plan Management	1 day	08/15/2012 9:00 AM	08/15/2012 5:00 PM		✓					SMET
3	2	Development Phase	12 days	08/15/2012 9:00 AM	08/30/2012 5:00 PM		✓					ASAP
4	3	Testing	3 days	08/15/2012 9:00 AM	08/17/2012 5:00 PM		✓					ASAP
5	3.1	Training	3 days	08/15/2012 9:00 AM	08/17/2012 5:00 PM		✓					ASAP
6	4	Deployment	1 day	08/15/2012 9:00 AM	08/15/2012 5:00 PM		✓					ASAP

FIGURE 37 - "TASKS" TAB/SCREEN - "DEPENDENCY" VIEW

Estimate/Schedule view

The "Estimate/Schedule" view (figure 38) displays key project financial, estimating, and scheduling information. The Estimate/Schedule list view of tasks is for people who have responsibility for estimating and managing project financials, schedules, and progress reporting. When in this view, clicking on the task title takes users directly to that task's time screen, rather than to the task basic info screen.

#	Outline	Title	Start Date	Target Date	Project Role	Resource	Est Hrs	Sched Hrs	Actual Hrs	Hrs to Comp	% Comp	Status
		Test RALS project					0.00		0.00	0.00	0%	Active
1	1	Project Management	08/15/2012 9:00 AM	08/15/2012 5:00 PM			0.00		0.00	0.00	0%	Proposed
2	1.1	Project Plan Management	08/15/2012 9:00 AM	08/15/2012 5:00 PM			0.00		0.00	0.00	0%	Proposed
3	2	Development Phase	08/15/2012 9:00 AM	08/30/2012 5:00 PM			0.00		0.00	0.00	0%	Proposed
4	3	Testing	08/15/2012 9:00 AM	08/17/2012 5:00 PM			0.00		0.00	0.00	0%	Proposed
5	3.1	Training	08/15/2012 9:00 AM	08/17/2012 5:00 PM			0.00		0.00	0.00	0%	Proposed
6	4	Deployment	08/15/2012 9:00 AM	08/15/2012 5:00 PM			0.00		0.00	0.00	0%	Proposed

FIGURE 38 - "TASKS" TAB/SCREEN - "ESTIMATE/SCHEDULE" VIEW

Hierarchy view

The "Hierarchy" view (figure 39) displays a hierarchical list that contains all tasks that match your filter criteria. However, it should be noted that the nature of a hierarchical list means that the list is truncated at the lowest level task that meets the filter criteria. This means that if the filter criteria are not met at a particular task, the task and its sub-tasks will not be displayed, even if the sub-tasks meet the filter criteria.



FIGURE 39 - "TASKS" TAB/SCREEN - "HIERARCHY" VIEW

List view

The "List" view (Figure 40) displays a "flat list" that contains all tasks that match your filter criteria regardless of the hierarchical relationship.



FIGURE 40 - "TASKS" TAB/SCREEN - "LIST" VIEW

Summary view

The "Summary" view (figure 41) displays a list of all summary tasks (the top task in each branch of the task tree) that match your filter criteria. The summary task view displays different information than the List and Hierarchy views. The summary information displayed is billing type, financial info and percent complete. Only Admin Organization team members, the Project owner and Project team members with "view rollups" rights have access to this view.

Summary Task	Hrs Budget	Est Hrs	Act Hrs	% Complete
Project Management	0.00	0.00	0.00	0%
Development Phase	0.00	0.00	0.00	0%
Testing	0.00	0.00	0.00	0%
Deployment	0.00	0.00	0.00	0%
Total	0.00	0.00	0.00	0%

FIGURE 41 - "TASKS" TAB/SCREEN - "SUMMARY" VIEW

Workbench view

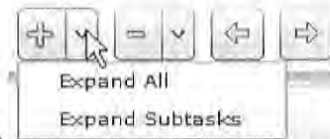
The Task "Workbench" view (figure 42) provides the easiest way to create and manage the task hierarchy, edit tasks, establish schedule, and assign roles and resources. It is a Gantt chart view.

Name	Duration	Start	Target	Complete	Prod
Project Management	1 day	08/15/2012 9:00 AM	08/15/2012 5:00 PM		
Development Phase	12 days	08/15/2012 9:00 AM	08/30/2012 5:00 PM		
Testing	3 days	08/23/2012 9:00 AM	08/27/2012 5:00 PM		
Deployment	1 day	08/15/2012 9:00 AM	08/17/2012 5:00 PM		

FIGURE 42 - "TASKS" TAB/SCREEN - "WORKBENCH" VIEW

The Workbench Toolbar



The Workbench Toolbar provides intuitive buttons as shortcuts to creating common tasks and milestones in the Workbench. Buttons are only active when the particular operation is valid (for example, the Indent button is inactive when you have selected a task at the lowest level in the task hierarchy).



The Expand/Collapse buttons allow you to quickly expand or collapse trees (or phases) in the Task Hierarchy. You can Expand/Collapse all or just Subtasks under a particular tree. You can also expand and collapse individual trees by clicking the arrow icon next to the Task name.


The Indent/Outdent buttons allow you to build parent and child relationships as you build out the hierarchy. When you indent a task, the new parent is "changed" to a summary task unless it already had children. When a task becomes a summary task, the Start Date and Target Date on the summary task are read-only and reflect the earliest Start Date and latest Target Date of all child tasks. If you then outdent the children to "change" the summary task back to a normal leaf task, the Start Date and Target Date do not change, but you can adjust them manually.



You can create a new task in two ways. Each method creates a new task with the default name Task *n*, and with a Start Date and Target Date matching the Start Date and Target Dates of the project:

- Click **Insert Task** above selected task  to create a new task directly about the task you have currently selected
- Click **Append Task** to end of plan  to create a new task at the bottom of the task hierarchy

To make creating tasks simple and fast, most data is defaulted and you can then update the Name and dates in the grid or in the Task Info panel.

To delete a task, select a Task and press the Delete Task  button. You will be asked to confirm the deletion. Note that you will not be able to delete a task that has timesheets logged against it.

Press the **Info**  button to open the Task Info window. This window can be used to view and edit additional task information.

To define dependencies between tasks, select a task and press either the Predecessor  button or the Successor  button. Use the Predecessor button to select a task that should occur before the currently selected task. Use the Successor button if you are trying to say the currently selected task should occur after the task to be selected.

Finally, you can use the Zoom In and Zoom Out  buttons to change the time horizon on the Gantt chart.

Editing the Tasks Tab (Milestones) Data

Select a project, then select the Tasks tab and select the workbench view (figure 42).

Add phases/milestones as needed. Select a phase/milestone (task), and click the "Insert task" button (see above for icons/buttons).

Select the new task, and click the "Info" button. The "task detail" screen (figure 43) will appear.

Click the edit button to edit the task information.

For the monthly status report, enter information for major milestones. Enter/edit the Title, Target Date, Milestone Status (% Complete), and Milestone Comments. These are the fields needed for the project status report. (You can view the project called "#PMO Milestone Template" to see the standard titles used for phases and milestones.)

Set the task type to Major Milestone to indicate that it is a milestone, so that it will show up on the monthly status report.

For the major milestones, enter/edit the Baseline Cost, Current Cost Estimate, and Milestone Change. Set the Milestone Change checkbox to indicate a change to this project milestone either in schedule or in cost for the current month. This information is used in project risk reports by the CIO.

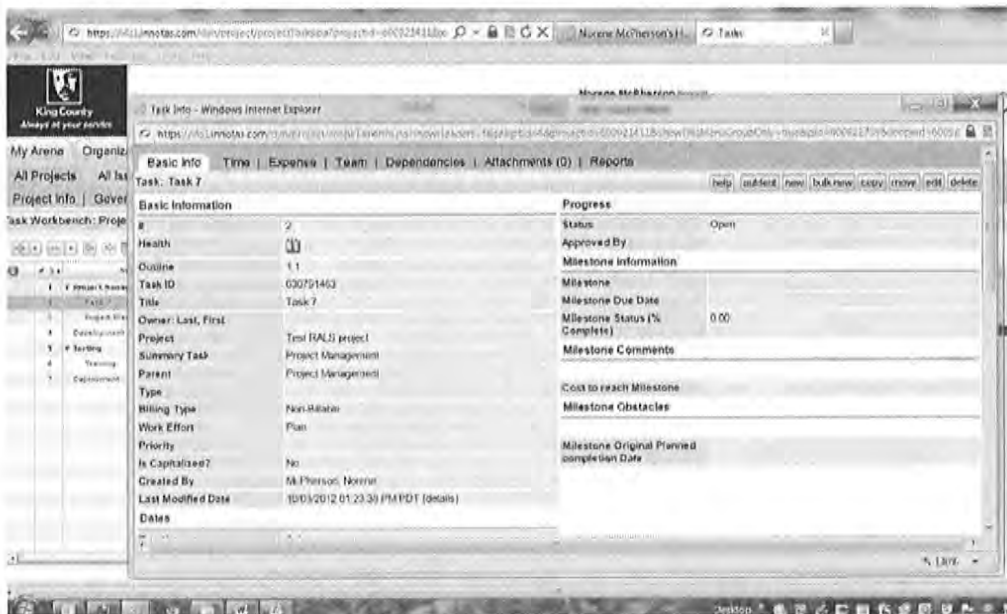


FIGURE 43 - "TASKS" TASK DETAIL SCREEN

Issues Tab Overview

Issues allow users to log, track, and resolve project related topics such as problems, change orders, bugs, requests, ideas and general issues. Each issue is assigned to a resource. An example of the "Issues" tab is below (figure 44).

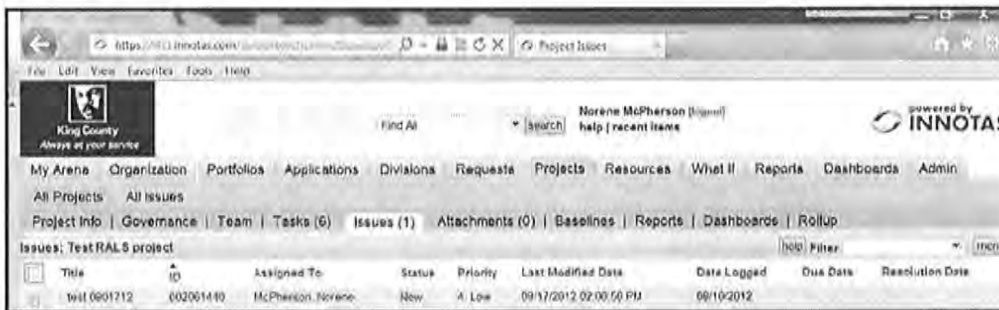


FIGURE 44 - "ISSUES" TAB/SCREEN

Editing the Issues Tab Data

To add an issue, click on the "menu" button on the right side of the Issues tab/screen "New" menu item (figure 45).



FIGURE 45 - "ISSUES" TAB MENU "EDIT" SUBMENU ITEM

The "Create a New Issue" screen (figure 46) will appear. Enter the appropriate information such as the Title, Description, Assigned To, Due Date, and Status fields. (These are the fields needed for the project status report.) The Visibility field should be set to Public so that anyone can see this information. Click Save, and close the window.

In order to assign an issue to someone, you must first add that person to the project team using the Team tab.

The screenshot shows a web browser window with the URL <https://4s1.innotas.com/!t.sp.pageband.issue.NewBand.pa?otid=4&pid=>. The page title is "Create a new Issue". The form contains the following fields and controls:

- Title (text input)
- Assigned To (dropdown menu)
- Status (dropdown menu)
- Priority (dropdown menu)
- Category (dropdown menu)
- Complexity (dropdown menu)
- Date Logged (calendar icon)
- Due Date (calendar icon)
- Resolution Date (calendar icon)
- Visibility (dropdown menu)
- Team (dropdown menu)
- Description (text area)
- Resolution/Status (text area)
- Buttons: save, save & new, cancel

FIGURE 46 - "CREATE A NEW ISSUE" SCREEN

The Issue "Basic info" (figure 47) screen will appear. You can click the "edit" button to change the data or the "delete" button to remove the issue. The Edit screen is similar to the New Issue screen. Be sure to enter data for the Title, Description, Assigned To, Due Date, and Status fields. (These are the fields needed for the project status report.) The Visibility field should be set to Public so that anyone can see this information.

The screenshot shows a web browser window with the URL <https://4s1.innotas.com/dyn/project/projectIssueInfo.pa?projectId=60023143&id=1345237350619&encow=>. The page title is "Project Issue Info". The screen displays the following information:

- Issue Info: test 0801/12
- ID: 602061440
- Title: test 0801/12
- Assigned To: McPherson, Norene
- Project: Test RALD project
- Status: New
- Priority: 4, Low
- Complexity: 3, Low
- Category: Software
- Created By: Norene McPherson
- Create Date: 08/17/2012 02:00:30 PM
- Date Logged: 08/10/2012
- Due Date:
- Resolution Date:
- Visibility: Team
- Last Modified Date: 08/17/2012 02:00:30 PM PDT (details)
- Description: This is a simple issue test
- Resolution/Status:
- Notes:
- Associated Tasks:
- Associated Issues:
- All Alert Routes:
- Alert: Issue Modification (Route ID: #1, Route Details: Current assignee(s) will be notified for All Issues)
- Alert: Issue Creation (Route ID: #1, Route Details: Current assignee(s) will be notified for All Issues)

FIGURE 47 - ISSUES - "BASIC INFO" SCREEN

To edit an issue, click on the title of the issue in the Issues tab/screen, and then click the Edit button.

Attachments Tab

The standard document storage for Projects within the County is SharePoint; however, Innotas supports document and hyperlink (URL) Attachments. The maximum size for any single file attachment is 9.8MB.

Attaching a File

To add an attachment, click on the “new file” button on the right side of the Attachments tab/screen (figure 48).

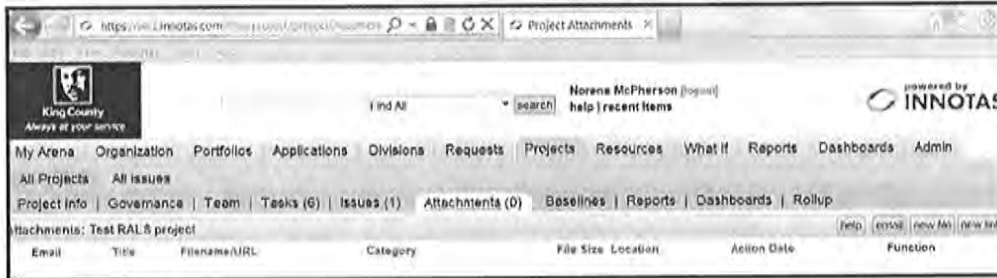


FIGURE 48 - "ATTACHMENTS" TAB/SCREEN

The “Create a new Attachment” screen will appear (figure 49).

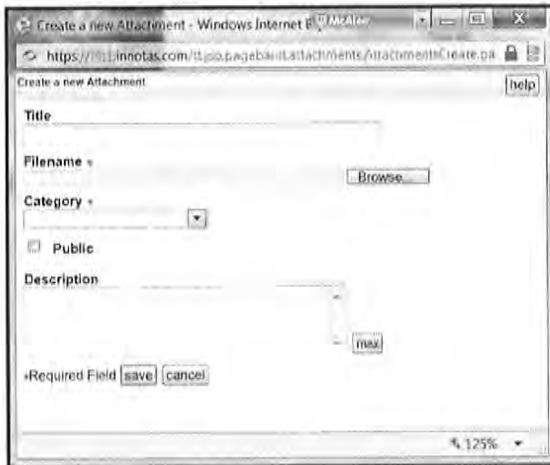


FIGURE 49 - "CREATE A NEW ATTACHMENT" SCREEN

Enter the title of the attachment. If you do not enter a title, it will default to the name of the file or the link domain.

Use the browse button to locate the file.

Select a Category for the attachment.

Enter an optional description of the attachment.

Check the "Public" checkbox so that all users in the system can view the attachment. Attachment A

Click the "save" button.

Attachments can be viewed by clicking on the View link on the right hand side of the screen. Click on the Info link in order to access the Edit and Delete buttons for the attachment.

Attaching a URL

This process is similar to attaching a file. Instead of clicking the "new file" button, click on the "new link" to attach the URL. The "Create a new Link Attachment" screen will appear (figure 50).

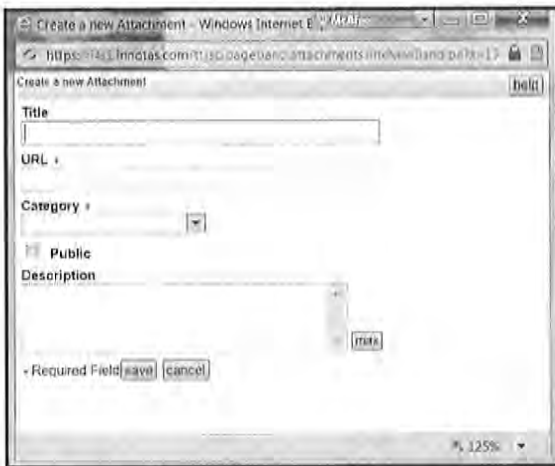


FIGURE 50 - "CREATE A NEW (URL) ATTACHMENT" SCREEN

Enter the title of the attachment. If you do not enter a title, it will default to the name of the file or the link domain.

Enter the fully qualified URL.

Select a Category for the attachment.

Enter an optional description of the attachment.

Check the "Public" checkbox so that all users in the system can view the link.

Click the "save" button.

Links can be viewed by clicking on the URL. Click on the Info link in order to access the Edit and Delete buttons for the link.

Reports Tab

The "Reports" tab under Projects is used to create a report on a single project. The general "Reports" tab on the top row of tabs allows the creation of reports across projects.

Innotas provides a robust reporting infrastructure with the following types of reports:

- List
- Crosstab
- Column - simple, stacked, and multi-series
- Gantt
- Bubble
- Pie

In addition to the six different report types, you can export report output to Excel and to a CSV formatted text file.

Running Reports

Click on the "Reports" tab (figure 51).

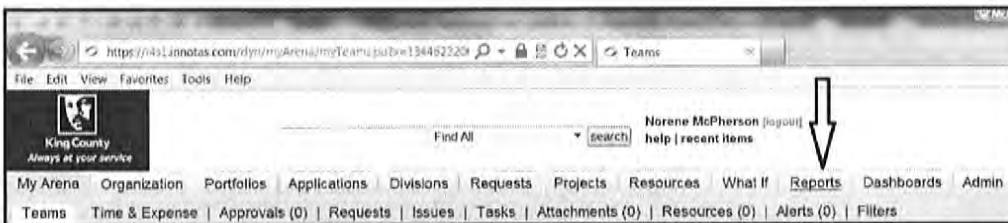


FIGURE 51 - "REPORTS" TAB ON MAIN SCREEN

The "Reports List" screen will appear (figure 52).

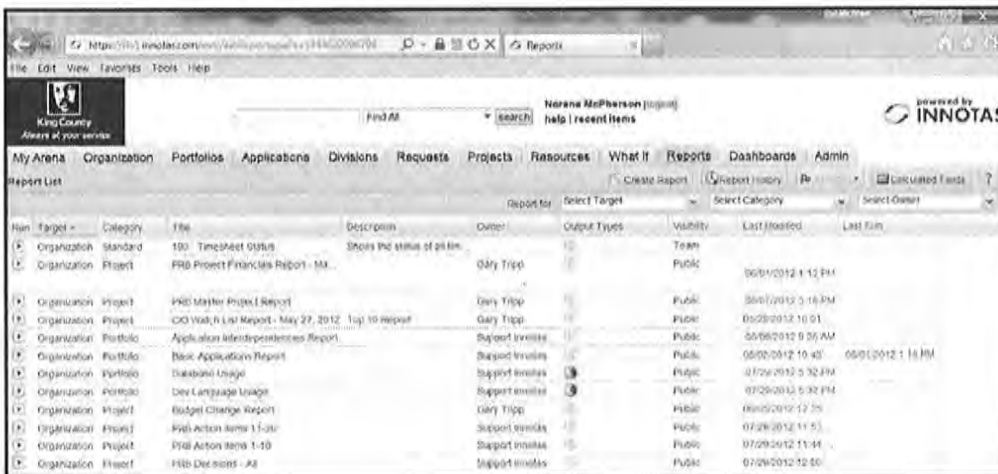


FIGURE 52 - REPORTS LIST

Select the report you would like to run. In the example below, the “Basic Applications Report” has been selected. Right click on the report to see the reporting options (figure 53).

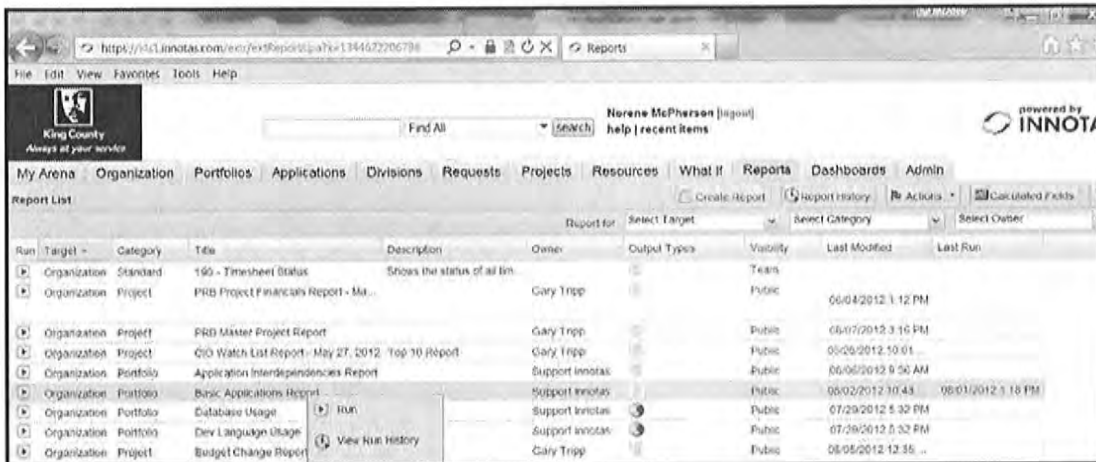


FIGURE 53 - REPORTS LIST - REPORT OPTIONS

To view the report click on the “run” button (the arrow icon on the far left of the page).

The “Set filters” screen will appear (figure 54).

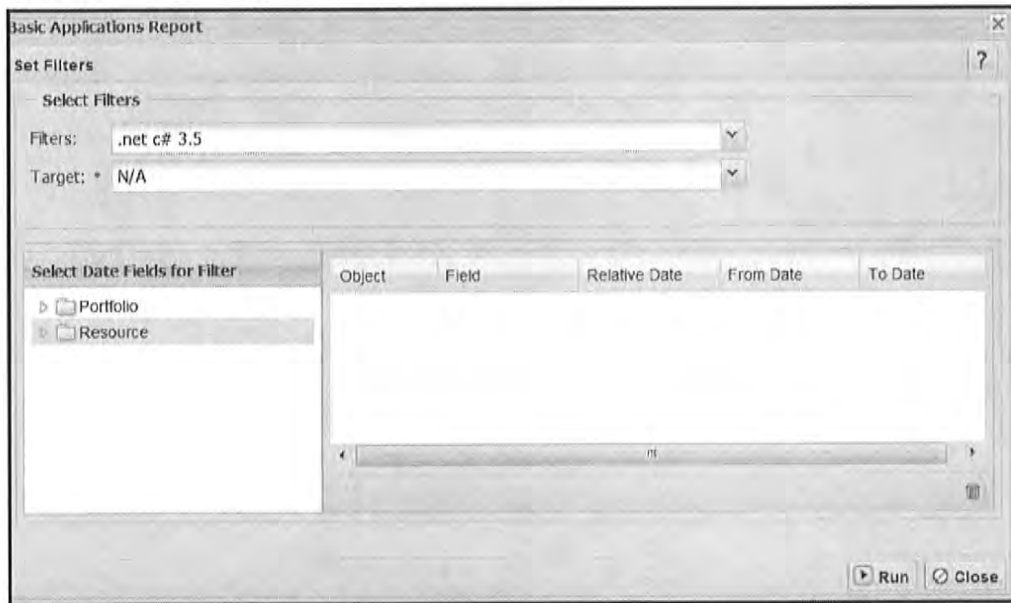


FIGURE 54 - "SET FILTERS" FOR REPORTING SCREEN

Click the Filters list to select a report filter (see the filter area for more information on filters).

Click on the Run button (figure 54) to run the report.

The report output is displayed in the Innotas Report Viewer (figure 55). To print the report, click on the "Actions" button followed by one of the print submenu items.

Portfolio: Application ID	Portfolio: Application Acronym	Portfolio: Application Title	Portfolio: Application Description	Portfolio: Application Type	Portfolio: Application Status	Portfolio: Owner	Portfolio: Support Agency/Department	Portfolio: Support Division	Portfolio: Support Workgroup	Portfolio: Sponsor	Portfolio: Sponsor Agency/Department	Portfolio: Sponsor Division	Portfolio: Sponsor Workgroup	Print with details and Version
DAJ0006	JEIAS/CRIME6	Imageware Mugshot System		COTS	In Production	Holland Mike	KCIT	KCIT - DAJD	KCIT - DAJD - Default Work Group	DAJD - CGA	DAJD	DAJD - Administrative Services	DAJD - Administrative Services - Default Work Group	Oracle 10g
DNRP0064	LHWMP Project Tracker	LHWMP Hazardous Waste Project Tracker	Hazardous Waste Project Tracker	In House	In Production	Zhang Ruosi	DNRP	KCIT - DNRP	KCIT - DNRP - Application Development	David Garner	DNRP	DNRP - Water and Land Resources	DNRP - WLRD - Rural and Regional Services	SQL Server 2005
DNRP0060	Rivers Facility Inventory	WLRD Rivers Facility Inventory	Information management system for Rivers	In House	In Production	Zhang Ruosi	DNRP	KCIT - DNRP	KCIT - DNRP - Application Development	Steve Bofalus	DNRP	DNRP - Water and Land Resources	DNRP - WLRD - River and Floodplain Management	SQL Server 2005

FIGURE 55 - "REPORT VIEWER" SCREEN

To view other report output options, use the bottom screen scroll bar to move focus to the far right on the screen. Click on the small tablet button next to the close (X) button (figure 56).

Portfolio: Sponsor Workgroup	Portfolio: Database and Version	Portfolio: Data File Types	Portfolio: Development Language and Version	Portfolio: Integration Tools	Portfolio: Reporting Tools	Portfolio: CJIS Data	Portfolio: HIPAA Data	Actions
DAJD - Administrative Services - Default Work Group	Oracle 10g		.NET Framework 3.5 VB.NET	MQ		Yes	No	<ul style="list-style-type: none"> Rerun View Details Change Filters Save Report Export Help
DNRP - WLRD - Rural and	SQL Server		.NET Framework			No	No	

FIGURE 56 - "REPORT VIEWER" ADDITIONAL OPTIONS

THE REPORT OPTIONS ARE:

Option	Description
Rerun	Rerun the current report using updated data
View Details	Display a screen showing the date/time, who ran the report, and the filter(s) used
Change Filters	Displays a list of possible filters, reruns report based on filter selection
Save Report	Saves report (snapshot) to the Report History
Export	Export to CSV formatted text file or to Excel spreadsheet

FIGURE 57 - REPORT OUTPUT OPTIONS

To view a saved report, click the “Report History” button on the “Reports” tab.



FIGURE 58 - REPORTS TAB HIGH LEVEL BUTTONS

If you do not explicitly save report output, the output is available for a short length of time on the Report History page. Outputs are retained in chronological order - in other words as you generate newer output, the older results will be removed from the page as the storage directory fills up.

Creating a Simple List Report

You create a report based on a report source, which is a template that describes the high-level data objects available for your report. Once you choose the report source, you define specific fields to display, the sort order, the type of output, and who can run the report.

To begin creating a report, click on the “Create Report” button on the Reports tab.

Choosing the Report Source

The report sources are listed on the select report source screen. To choose the source highlight the source and click on the "Create" button (in the left column) or right click on the highlighted source which will bring up the context menu. Click the "create" button from the context menu.

The Report for Select Target drop down list is a filter that shows various sources. To see all the sources use the All in the Report for drop down (figure 59).

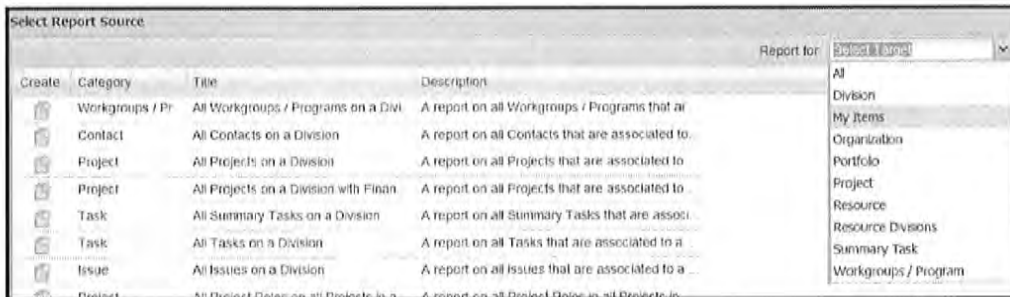


FIGURE 59 - REPORT WIZARD - "SELECT REPORT SOURCE" SCREEN

For example purposes the "Organization" was selected as the Target filter and the report source "Portfolio" was chosen. The next screen to display is the "Basic Details" screen (figure 60). Note that a default name of "All Portfolios – 20120814" was auto generated (the Report source & the creation date). You can change this name.

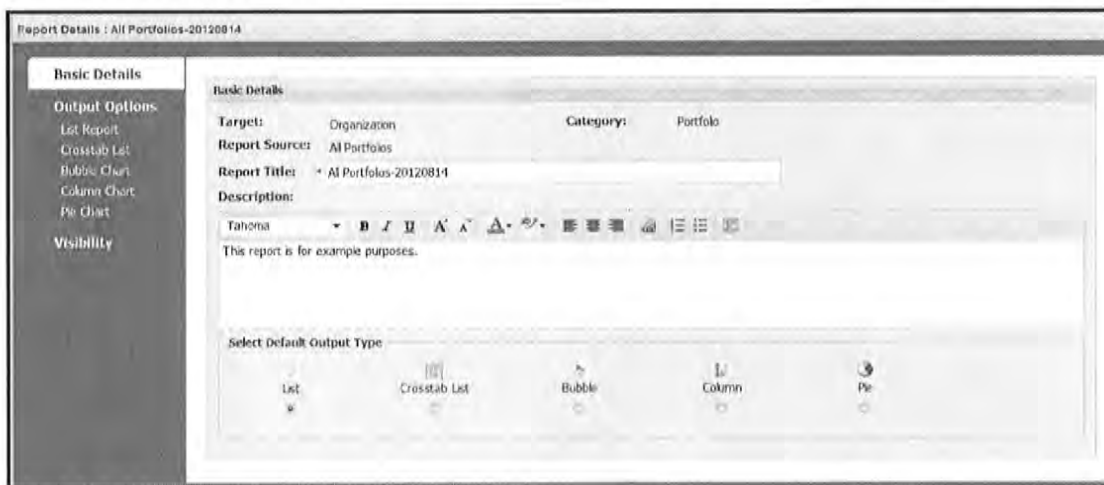


FIGURE 60 - REPORT WIZARD - "BASIC DETAILS" SCREEN

There are 3 types of input needed for a report. They are:

- Basic Details - Specify standard information and default output type
- Output Options - Specify the fields to appear in the report, and the sort order
- Visibility - Specify who can view the report

You can move between screens on the Report wizard in any order; however once you invoke the wizard you cannot move off the Basic Details screen until you enter a report title. Once you have a report title, you can jump to the Visibility screen, back to the Basic Details screen, then to the Output Options screen, and so on. You can navigate between these screens by clicking the horizontal tabs.

Enter a description in the description box (figure 60). The description is not required, but it is helpful.

Selecting the Output Option (figure 61) will take you to the detail screen for that type of report. The output "List Report" was selected in the example below (figure 61).

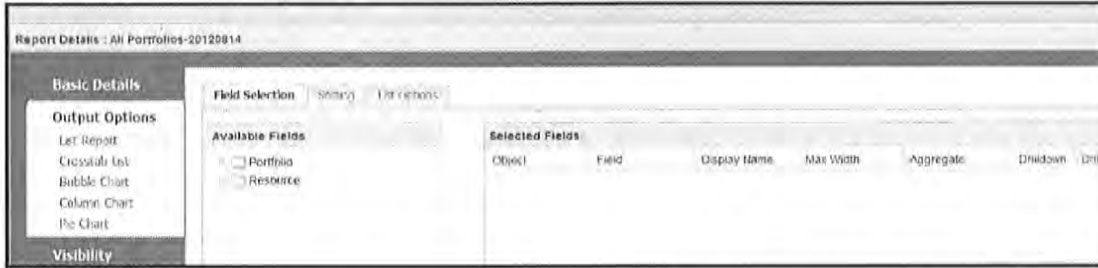


FIGURE 61 - REPORT WIZARD - "BASIC DETAILS" OUTPUT TYPE EXAMPLE

To expand a folder to see the available fields (figure 62), click on the arrow to the left of the folder title. To add a field to the report, click the right arrow button between the available field's area and the selected field area.

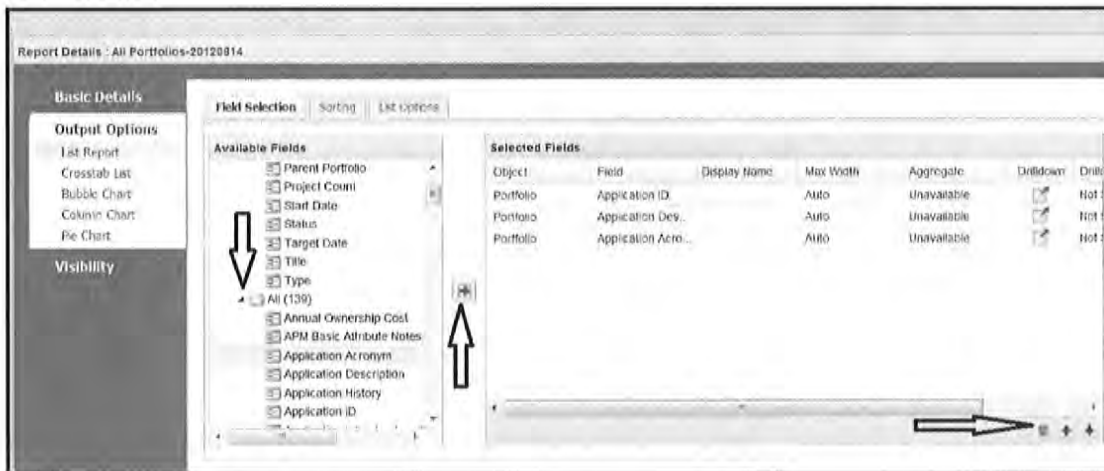


FIGURE 62- REPORT WIZARD - "BASIC DETAILS – FIELD SELECTION" TAB

To remove a field from the list, highlight the field and click on the garbage can. To move the highlighted field up or down in the selected field list, click on the up or down arrows at the bottom right (figure 62).

Click on the Sorting and List Options tabs to add sorting and grouping options (figure 63). Attachment A



FIGURE 63 - REPORT WIZARD - "BASIC DETAILS – SORTING" TAB

The last of the three options is the visibility option. This option allows you to choose who can run the report (figure 64).

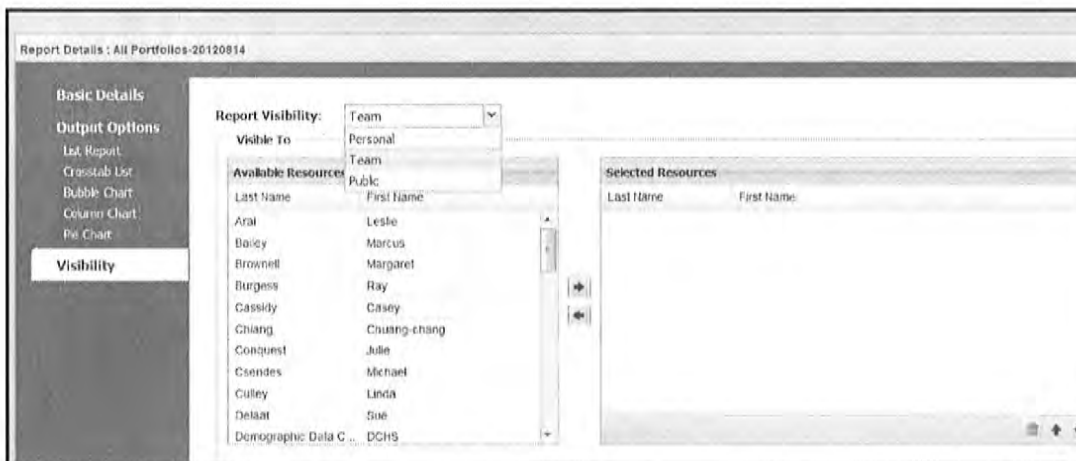


FIGURE 64 - REPORT WIZARD - "VISIBILITY" SCREEN

You can go back and change data for any of the three options by selecting from the menu **Apply Info**. Once you have completed setting up your report, click the **Save and Run** button or the **Save** button on the bottom right of the screen (figure 65).

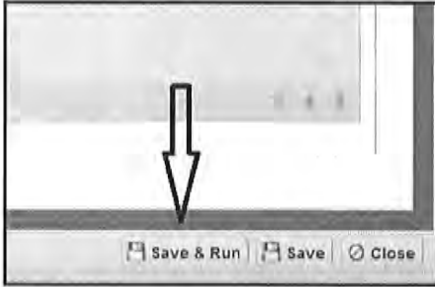


FIGURE 65 - REPORT WIZARD - RUNNING THE REPORT

Dashboards Tab

Dashboards allow you to display report results from existing reports, charts, and filters that have already been created. A dashboard typically includes multiple reports.

The Dashboards tab under Projects is quite limiting. A better option is to use the General Dashboards tab (figure 66) instead of the Projects “Dashboards” tab.

The “Dashboard List” is the screen that displays when you click the Dashboards tab. When you first click on this tab you most likely will not see any dashboards in your list. To see dashboards available to you, you must click the “links” button on the “Dashboards” tab (figure 66).

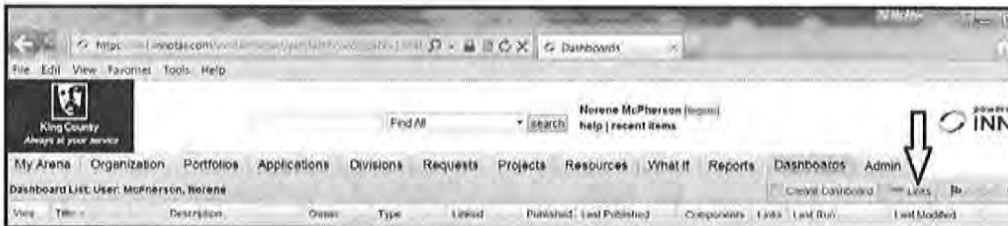


FIGURE 66 - "DASHBOARDS" TAB – DASHBOARD LIST

Linking to Dashboards

Clicking on the “links” button on the “Dashboard List” screen (figure 66) will bring up the list of dashboards available to you for linking.

The “Dashboard Links” screen will now appear (figure 67).

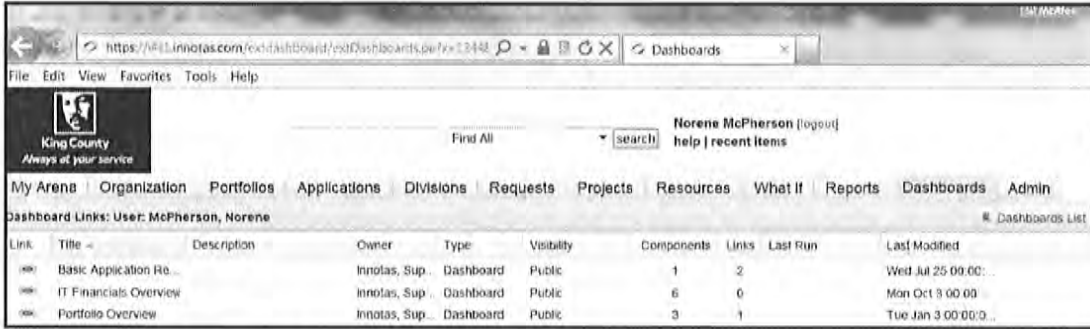


FIGURE 67 - "DASHBOARDS LINKS" SCREEN

Click on the Link icon in the left column. Once the “Link” button has been clicked, the dashboard has been added to your dashboard list. Control will go back to your “Dashboard List” screen. You can return to the “Dashboard Lists” screen at any time by clicking on the “Dashboards “List” button.

Dashboard Actions

To select a dashboard from your list, highlight the dashboard in the list, then right click. The context menu contains the available actions (figure 68) . If an action is grayed out it means you do not have permission to perform that function.

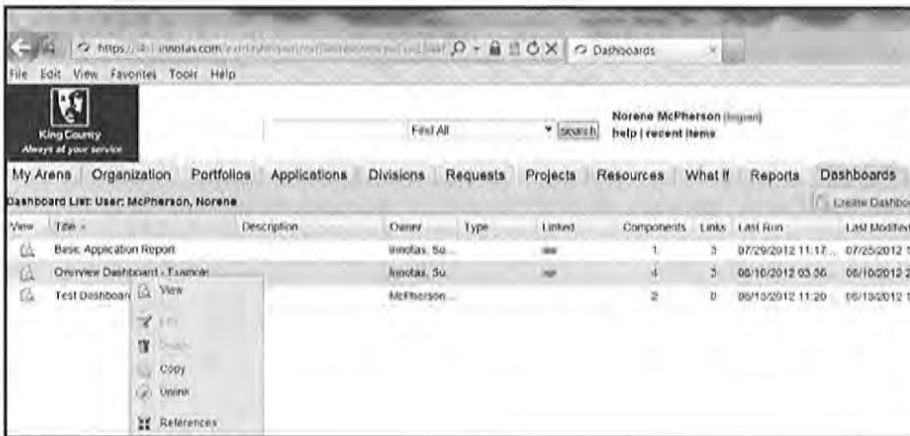


FIGURE 68- DASHBOARD ACTIONS

Action	Description	Attachment A
View	Displays the dashboard in a new window. You can also click the View icon.	
Edit	Brings up the Dashboard wizard for the selected dashboard. Only the dashboard owner can edit the dashboard. If you are not the dashboard owner but wish to edit the dashboard, make a copy of the dashboard, rename it, and then edit that version.	
Delete	Deletes the selected dashboard; you will be prompted to confirm the delete. Only the dashboard owner can delete the dashboard.	
Copy	Makes a copy of the dashboard and invokes the Dashboard wizard. By default the dashboard Title is prefixed with "Copy of:" You can copy any dashboard visible to you and then edit it, even if you are not the owner of the original dashboard.	
Unlink	Available for linked dashboards. Unlinks the currently linked dashboard.	

FIGURE 69 - DASHBOARD ACTIONS LIST

Using the Dashboard Viewer

Dashboard output is displayed in the Dashboard Viewer in a new Browser session. Each component (or report) in the viewer has its own container, which includes a toolbar on the top-right corner that allows you to perform different actions on the report output.

The Dashboard Viewer has an Actions menu that contains commands that apply to the dashboard as a whole. Click the Actions" button to display the menu. Below is an example of the Dashboard Viewer (figure 70).

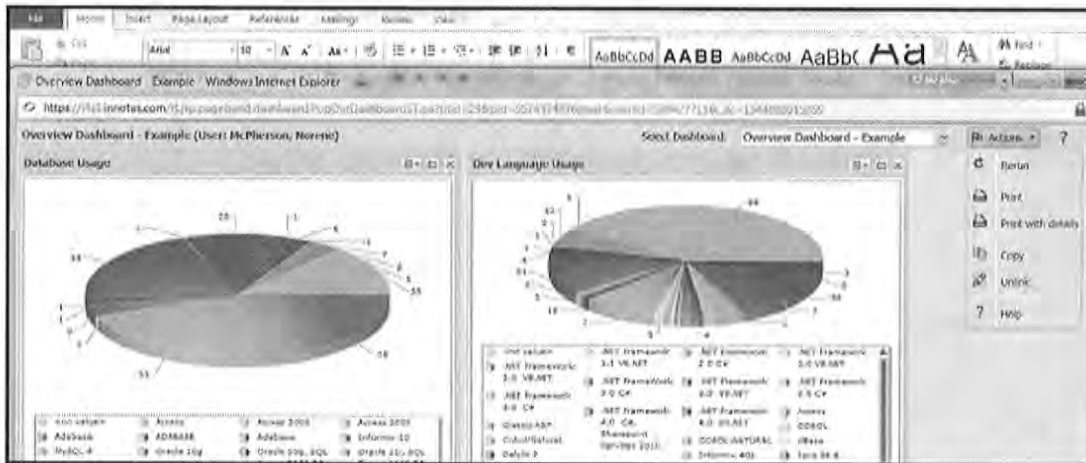


FIGURE 70 - DASHBOARD VIEWER

Here is the list of available Dashboard Viewer actions:

Attachment A

Action	Description
Rerun	Reruns all of the reports.
Print	Sends the current dashboard to the printer.
Print with details	Prints the dashboard as well as the underlying details of each component on the dashboard. The details appear in a table at the bottom of the page.
Edit	Brings up the Dashboard wizard editor for the dashboard. Only the dashboard owner can edit the dashboard. If you are not the dashboard creator but wish to edit the dashboard, make a copy of the dashboard, rename it, and then edit your new version.
Delete	Deletes the selected dashboard; you will be prompted to confirm the delete. Only the dashboard owner can delete the dashboard.
Copy	Makes a copy of the dashboard and invokes the Create New Dashboard wizard. By default the dashboard Title is prefixed with "Copy of:"
Unlink	Unlinks the currently linked dashboard. Command not available if the dashboard is not linked.
Publish or Republish	Publish - Publishes a dashboard. Command not available if the dashboard is already published. Republish - Publishes the dashboard, over-writing the previously saved dashboard. If the dashboard has not been published, command will be Publish.
Unpublish	Unpublishes a previously published dashboard. Command not available if the dashboard is not published.
Help	Display Innotas help in a new window.

FIGURE 71 - LIST OF DASHBOARD VIEWER ACTIONS

Creating the Monthly Status Report

Innotas allows you to publish the status report via a dashboard to a URL that non-users of Innotas can view.

If you wish the report to appear in color, you must verify some browser settings.

Follow the instructions in this link/url to set your IE 8 settings for color and images:

<http://malektips.com/internet-explorer-8-print-background-images-colors.html>

Additional instructions can also be found at: <http://support.microsoft.com/kb/974128>

To start the process of creating the status report, you must first select your project from the project list.

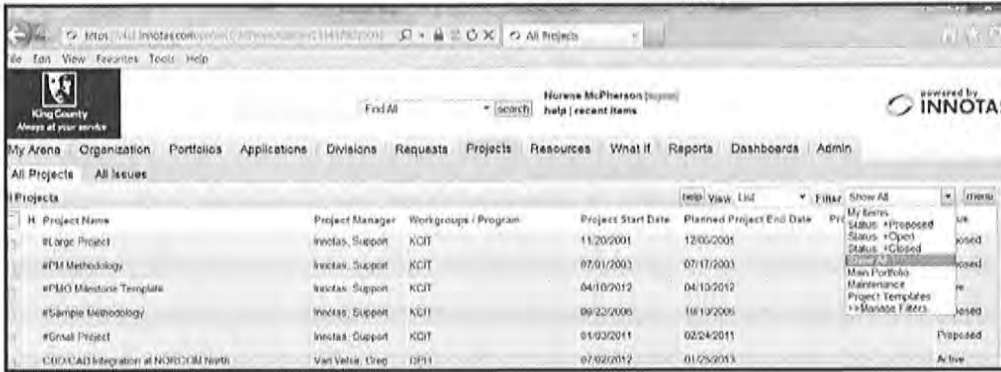


FIGURE 72 - MAIN PROJECTS TAB/SCREEN

Open the project, and then select the Dashboards tab (figure 73). (There are two Dashboards tabs. You want the bottom Dashboards tab next to the Rollup tab, not the top Dashboards tab.)

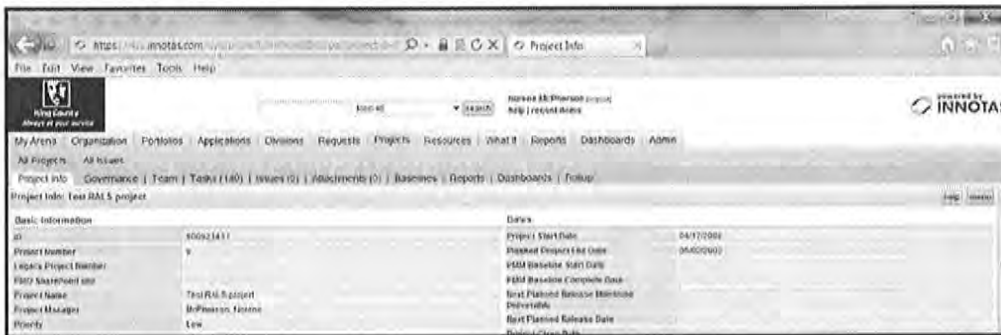


FIGURE 73 - "PROJECT INFO" TAB/SCREEN

You will run the "Monthly Project Status" dashboard. If that dashboard is not included in your list, click the Links button, right click on the Monthly Project Status dashboard, and click link. The "Monthly Project Status" dashboard should now appear in your list.

Click on the View Dashboard icon for the "Monthly Project Status" dashboard, or right click on the dashboard and select View. A screen with the dashboard report for the project will appear.

At the top of the dashboard window, click the down arrow by Actions, and select Print.

After printing the dashboard report, verify that the data matches what is on the Project info screen. If there is any issue with the data, you can rerun the report by selecting Rerun from the Actions menu.

Publishing the Dashboard: Innotas allows you to publish the status report via a dashboard to a URL that non-users of Innotas can view.

Select Publish from the Actions menu.

In the Publish Options screen, uncheck Authentication Required (figure 73).

Attachment A

Set the expiration by date to sometime in the future, perhaps after you believe your project will be closed.



FIGURE 74 - PUBLISH OPTIONS SCREEN

Click Publish.



FIGURE 75 - DASHBOARD URL

Select the dashboard URL and copy it. You can e-mail the URL to someone else and verify that they can access it.

Republishing the Dashboard: Select Republish from the Actions menu after making updates to your project that impact the monthly status report. The dashboard URL will now reflect the latest information for your project.

Projects Module Security

Functions	Who Can Perform Function
View Project Tabs	- All Users
Create Project	- Admin Organization Team members - Admin Portfolio Team members
Edit Project	- Project Owners - Project Team members - Admin Organization Team members - Admin Portfolio Team members
Delete Project	- Admin Organization Team members - Admin Portfolio Team members

FIGURE 76 - PROJECTS MODULE SECURITY FUNCTIONS

Appendix-A-Project-Info-Fields-Descriptions

Nov 20, 2012

Green Highlight Indicates fields that need to be updated monthly for monthly reports.
Yellow Highlight Indicates System Required Fields

Project Information Tab Fields

Field Name	Type	Description	Data Entered by	Needed by
Basic Information				
Project Name	Text Field	The title of the project. This field can be up to 80 characters long and must be unique in the system.	Project Manager /Sponsor	Monthly Status Report
Description	Text Field	Project Description.	Project Manager /Sponsor	Everyone
ID	View Only	Unique system generated identification number.	Innotas	Innotas
Project Number	Integer	KC generated identification number.	Project Manager, KCIT Finance	KCIT Finance
Legacy Project Number	Text Field	KC generated identification number.	Project Manager, KCIT Finance	KCIT Finance
PMO SharePoint Site	URL	Link to the PMO SharePoint Site.	Project Manager	Project Manager

Field Name	Type	Description	Data Entered by	Needed by
Project Manager	Drop Down List	The person managing the project. This is a drop down list of all Full and Team Users in the Innotas system.	Project Manager	Monthly Status Report
Primary IT Goal	View Only	Primary IT Goal	PRB/PSB	IT Governance
Priority		Not used at this time.		
Project Type		Not used at this time.		
Agency/Department Information				
Work Group/Program	Drop Down List	<i>For KC, the primary work group benefiting from the project work. This is the work group that requested the project.</i>	Project Manager /Sponsor	Reporting
Sponsor	Drop Down List	Primary Sponsor of the Project. This is typically the Business Sponsor that is requesting the project work. This can be a special drop down list of sponsors only.	Project Manager /Sponsor	PSB
Sponsors	Multi-Select Drop Down List	Primary Sponsor of the Project. This is typically the Business Sponsor that is requesting the project work. This can be a special drop down list of sponsors only.	Project Manager /Sponsor	PSB
Coordinating Division	Drop Down List	The main Division that is performing the work. The values in this list are populated from the Division Lookup List.	Sponsor, Requester	
Participating and/or Benefiting Work Groups	Multi-Select Drop Down List	Multi-select field for projects with multiple participating and/or benefiting work groups. The values in this list are populated from the Work Group/Program Lookup List.	Sponsor, Requester	

Field Name	Type	Description	Data Entered by	Needed by
Progress Summary				
Scope progress summary		<p>This information is displayed automatically depending on the color selected:</p> <ul style="list-style-type: none"> ● No new scope-related issues or challenges Emerging issues affecting scope with impact being assessed ● Scope changes placing project at risk 	Project Manager	Monthly Status Report
Schedule progress summary		<p>This information is displayed automatically depending on the color:</p> <ul style="list-style-type: none"> ● Tasks and deliverables on schedule, Overall project within target dates Several tasks off schedule, potential impact to delivery dates ● Project behind schedule, new plan/schedule still to be developed and approved 	Project Manager	Monthly Status Report
Budget progress summary		<p>This information is displayed automatically depending on the color selected:</p> <ul style="list-style-type: none"> ● Project spending on target Specific activities over budget, project budget can still accommodate planned work ● Project over budget with success at risk due to insufficient funds 	Project Manager	Monthly Status Report

Field Name	Type	Description	Data Entered by	Needed by
Resources progress summary		<p>This information is displayed automatically depending on the color selected:</p> <ul style="list-style-type: none"> ● No issues or conflicts with resource utilization <ul style="list-style-type: none"> ○ Specific resource issues causing impacts to progress ● Specific skill/resource gaps jeopardizing milestones and/or key deliverables 	Project Manager	Monthly Status Report
Milestones progress summary		<p>This information is displayed automatically depending on the color selected:</p> <ul style="list-style-type: none"> ● Next major milestone on target with no critical path issues <ul style="list-style-type: none"> ○ Issues jeopardizing ability to complete next major milestone ● Changing project conditions make success of next milestone unlikely 	Project Manager	Monthly Status Report
Benefits progress summary		<p>This information is displayed automatically depending on the color selected:</p> <ul style="list-style-type: none"> ● No new benefits-related issues or changes <ul style="list-style-type: none"> ○ Emerging issues affecting benefits with impact being assessed ● Benefit changes 	Project Manager	Monthly Status Report, Monthly Risk Reports

Service Resources				
Field Name	Type	Description	Data Entered by	Needed by
Mitigation Plan	Check Box	Indicates if the project has a mitigation plan if any of the progress summary flags are yellow or red	Project Manager	Monthly Risk Reports
IT Services	Drop Down List	IT Services	Sponsor, Requester	
IT Service Components	Drop Down List	IT Service Components	Sponsor, Requester	
IT Service Sub-Components	Drop Down List	IT Service Sub-Components	Sponsor, Requester	
Senior Management Summary	Text Box	This is a section for a narrative discussion of activities during the reporting period. This should NEVER be the ONLY communication about the project, thus this should be short.	Project Manager	Monthly Status Report
Open PRB or CIO Action Items and Status	Text Box	Updates on any open PRB or CIO Action Items	Project Manager	Monthly Status Report
Key accomplishments for this period	Text Box	This will be 2-4 notable items the project completed during the last reporting period.	Project Manager	Monthly Status Report
Key activities for next period	Text Box	This will be 2-4 notable items to be done during the next reporting period.	Project Manager	Monthly Status Report

Dates				
Field Name	Type	Description	Data Entered by	Needed by
Project Start Date	Date	Start Date of the project. This date can be set on the Project Info screen until the project has tasks created. Once tasks are created, the Start Date will be system populated based on the earliest Start Date of the tasks.	Project Manager	Monthly Status Report
Planned Project End Date	Date	Target Completion Date of the project. This date can be set on the Project Info screen until the project has tasks created. Once tasks are created, the Target Date will be system populated based on the latest Target Date of the tasks.	Project Manager	Monthly Status Report
PMM Baseline Start Date	Date	Applies to projects over \$1M to be applied at end of design phase.	Project Manager	Monthly Status Report
PMM Baseline Complete Date	Date	Applies to projects over \$1M and aligns to the "substantially complete" milestone.	Project Manager	Monthly Status Report
Next Planned Release Milestone Deliverable	String	Milestone that triggers next PRB release. If your project has received all funding releases, the next milestone would be "Project Closeout" with the target date associated with that event.	Project Manager	Monthly Status Report
Next Planned Release Date	Date	Planned target date for the next PRB release.	Project Manager	Monthly Status Report
Project Close Date	Date	Empty until project closes. Actual Completion Date of the project. This date is set on the project info page only and is not driven by the data on any of the tasks.	Project Manager	PRB, Council, KCIT Finance

Field Name	Type	Description	Data Entered by	Needed by
Last Modified Date	Date (View Only)	Shows the Date of last modification to the Project Info fields. Addition of Notes and Status Comments do not change this date. Also, a Details link is provided to open a window to show the change history of the fields on the project info page.	Innotas	
Status Report Date	Date	Date that the project status was last updated	Project Manager	Monthly Status Report
Progress				
Status	Drop Down List	Represents the current status of the project. The values in this list are derived from the Project Status List. Values = Active, Canceled, Closed, On Hold	Project Manager	Monthly Status Report
Baseline Change	Yes/No	Indicates if the project baseline has changed.	Project Manager	Monthly Status Report
PMM Phase	Drop Down List	Values = (Planning, Preliminary Design, Final Design, Implementation, Closeout, Acquisition)	Project Manager	Monthly Status Report
Financial Data				
Project Budget	Calculated	Sum of Appropriation (Capital/Grant) and Operating Contribution	Calculated	Project Manager
Appropriation (Capital/Grant)	Calculated	Sum of Capital and Grant Appropriation Records from Budget Appropriations	PRB/PSB	Monthly Status Report
Operating Contribution	Calculated	Sum of Operating Appropriation Records from Budget Appropriations	PRB/PSB	Monthly Status Report

Field Name	Type	Description	Data Entered by	Needed by
Contingency Amount	View Only	Contingency Amount for the current Appropriation.	PRB/PSB	Funding Request Form
Project Budget (less Contingency)	Calculated	Calculated as Capital + Grant + Operating - contingency	PRB/PSB	Project Manager
PRB Released	View Only	Sum of PRB Released Amounts	PRB	Monthly Status Report
Total Expenditures	Currency	Total Expenditures	Project Manager	Monthly Status Report
Billing Code	Text Field	Not used.		
Project Finances as of	Date	Indicates the date of the Total Expenditures	Project Manager	Monthly Status Report

Other data elements from PMO project monthly status reports include: **Milestone Tracking**

Field Name	Type	Description	Data Entered by	Needed by
Title	Text Field	Phase, Milestone or Task Name	Project Manager	Monthly Status Report
Target Date	Date	Expected Completion Date	Project Manager	Monthly Status Report
Type	Drop Down List	Values = Activity, Deliverable, Major Milestone, Phase Items set to Major Milestone will be displayed in the monthly status report	Project Manager	Monthly Status Report
Status	Percentage (0-100%)	Indicates percent complete.	Project Manager	Monthly Status Report
Comments	Text Box	Milestone Comments.	Project Manager	Monthly Status Report
Baseline Cost	Currency	Note: This field not currently shown in the monthly status report, but is required for monthly risk reports to the CIO.	Project Manager	Monthly Risk Reports
Current Cost Estimate	Currency	Note: This field not currently shown in the monthly status report, but is required for monthly risk reports to the CIO. (Also used in the Funding Release Request form and Technology Business Plan).	Project Manager	Funding Release Request Form/ TBP

Field Name	Type	Description	Data Entered by	Needed by
Milestone Change	Check Box	Indicates a change to this project milestone either in schedule or in cost.	Project Manager	Monthly Risk Reports
Obstacles	Text Box	Note: This field not currently included in the monthly status report, but is used in the Funding Release Request form.	Project Manager	Funding Release Request Form
Original Planned Completion Date	Date	Note: This field not currently included in the monthly status report, but is used in the Funding Release Request form and Technology Business Plan.	Project Manager	Funding Release Request Form/ TBP

Other data elements from PMO project monthly status reports include: **Issue Log**

This is a table reporting current issues being actively worked.

Field Name	Type	Description	Data Entered by	Needed by
ID	Integer	Issue ID	Innotas	Innotas
Title	Text Box	Issue Title	Project Manager	Monthly Status Report
Description	Text Box	Issue Description	Project Manager	Monthly Status Report
Due Date	Date	Issue Due Date	Project Manager	Monthly Status Report
Status	Drop Down List	Drop Down List Values - Closed, In Progress, In Analysis, New	Project Manager	Monthly Status Report
Assigned to	Resource	Individual assigned to resolving the issue.	Project Manager	
Priority	Drop Down List	Values = Emergency, Immediate, High, Medium, Low	Project Manager	
Category	Drop Down List	Values = Technical, Software, Hardware, Scope, Budget, Resource, Schedule	Project Manager	

Field Name	Type	Description	Data Entered by	Needed by
Complexity	Drop Down List	Values = High, Medium, Low	Project Manager	
Resolution/Status	Text Box	Resolution/Status of the issue.	Project Manager	
Date Logged	Date	Due that the issue was logged.	Project Manager	
Resolution Date	Date	Due that the issue was resolved.	Project Manager	
Last Modified Date	Date (View Only)	Automatically filled in	Innotas	

Governance Tab Fields

The fields on the remaining pages (includes **Budget Appropriations, Action Items, Funding Releases**) can only be edited by IT Governance/PSB staff, but can be viewed by anyone.

Field Name	Type	Description	Data Entered by	Needed by
Strategic Goals				
Primary Goal	Drop Down List	<u>The primary goal of the application. (From the goals in the Strategic Plan 2010-2014.)</u>	Sponsor	
Primary Objective	Drop Down List	<u>The primary goal of the application. (From the goals in the Strategic Plan 2010-2014.)</u>	Sponsor	
Primary Strategy	Drop Down List	<u>The primary goal of the application. (From the goals in the Strategic Plan 2010-2014.)</u>	Sponsor	
Financial Data				
Total Planned Budget	Currency	Total Planned Budget – Includes Future Budget Appropriations	PRB/PSB	Project Manager
Project Budget	Calculated	Sum of Appropriation (Capital/Grant) and Operating Contribution		Project Manager
Appropriation (Capital/Grant)	Calculated	Sum of Capital and Grant Appropriation Records from Budget Appropriations	PRB/PSB	Monthly Status Report
Operating Contribution	Currency	Sum of Operating Appropriation Records	PRB/PSB	Funding Release/PRB Oversight
Contingency Amount	Currency	Contingency amount of the current budget appropriation.	PRB/PSB	Funding Release/PRB Oversight

Field Name	Type	Description	Data Entered by	Needed by
Project Budget (less Contingency)	Calculated	Capital +Grant + Operating - contingency	PRB/PSB	Funding Release/PRB Oversight
Appropriation: PRB Released	Calculated	Sum of Capital +Grant PRB Released Amounts	PRB	Funding Release/PRB Oversight
Capital Appropriation: PRB Not Released	Calculated	Capital Appropriation - Capital Appropriation PRB released LTD	PRB	Funding Release/PRB Oversight
Operating Contribution: PRB Released LTD	Calculated	Sum of Operating PRB Released Amounts	PRB	Funding Release/PRB Oversight
Operating Contribution: PRB Not Released	Calculated	Operating Budget - Operating Budget PRB released LTD	PRB	Funding Release/PRB Oversight
Basic Info				
Primary IT Goal	Drop Down List	Primary IT Goal	PRB/PSB	PRB Oversight
Oversight Required	Check Box	Indicates if the project requires governance oversight.	PRB	PRB Oversight
Risk Level	Drop Down List	Indicates the level of risk of the project.	PRB	PRB Oversight
PRB SharePoint	Link	Link to PRB SharePoint for this project		PRB Oversight
Project close-out report date received	Date	Date that the project close-out report date was received.	PRB	PRB Oversight

Field Name	Type	Description	Data Entered by	Needed by
Benefit realization report date received	Date	Date that the benefit realization report date was received.	PRB	PRB Oversight
Vendor Issues	Check Box	Indicates that the project has issues with the vendor.	PRB	PRB Oversight

Action Items:

Field Name	Type	Description	Data Entered by	Needed by
Classification	Drop Down	Values = PRB Action Item, PRB Recommendation, PRB Condition, CIO Condition, and Council Proviso	PRB	PRB Records, PRB Oversight
Description	Text Box	Includes Reference Number	PRB	PRB Records, PRB Oversight
Date Assigned	Date	Date that the action item was assigned.	PRB	PRB Records, PRB Oversight
Estimated Closure Date	Date	Date that the action item is expected to be closed.	PRB	PRB Records, PRB Oversight
Status	Drop Down List	Values = (Open, Closed)	PRB	PRB Records, PRB Oversight
Date Closed	Date	Date that the action item was actually closed.	PRB	PRB Records, PRB Oversight
Status Description	Text Box	Description of the status of the action item.	PRB	PRB Records, PRB Oversight

Funding Releases:

Field Name	Type	Description	Data Entered by	Needed by
Decision	Text Box	Includes Reference Number	PRB	PRB Records/ PRB Oversight
Date Enacted	Date	Date that the decision was enacted.	PRB	PRB Records/ PRB Oversight
Vote Count/Comments	Text Box	Vote count of the PRB members.	PRB	PRB Records/ PRB Oversight
Capital Amount Released	Currency	Capital amount released by the funding release decision.	PRB	PRB Records/ PRB Oversight
Grant Amount Released	Currency	Grant amount released by the funding release decision.	PRB	PRB Records/ PRB Oversight
Operating Amount Released	Currency	Operating amount released by the funding release decision.	PRB	PRB Records/ PRB Oversight
Contingency Amount Released	Currency	Contingency amount released by the funding release decision.	PRB	PRB Records/ PRB Oversight

Budget Appropriations:

Field Name	Type	Description	Data Entered by	Needed by
Year	Drop Down List	Values = (2002...2015)	PSB, PRB	PSB Records, PRB Records
Capital Amount	Currency	Capital Amount of this budget appropriation.	PSB, PRB	PSB Records, PRB Records
Grant Amount	Currency	Grant Amount of this budget appropriation.	PSB, PRB	PSB Records, PRB Records
Operating Amount	Currency	Operating Amount of this budget appropriation.	PSB, PRB	PSB Records, PRB Records
Comments	Text Box	Comments on the Budget Appropriation.	PSB, PRB	PSB Records, PRB Records

Supplemental Information
on
Maturing Project Planning,
Implementation and Oversight

July, 2013

Maturing Project Planning, Implementation and Oversight

In the last couple of years one of the priorities for King County Information Technology (KCIT) has been to promote on-going partnerships with the business and technology leaders and information technology project managers countywide to advance the level of maturity in project management practices, specifically project planning, implementation and oversight. Significant progress has been made in these efforts. On-going partnerships have been established in the following areas:

- Fostering the community of IT project managers countywide
- Joint project managers conversations/training on many aspects of project management
- Focusing Project Review Board oversight on early risk identification and engaging agency business and technology leaders to help project mitigate risks, and promote successful completion
- Project related discussions with Information Technology Governance, including the monthly Technology Management Board and Business Management Council meetings.

In the first half of 2013, we completed additional tools to help us continue on this path. These tools have been developed by KCIT Services: Project Management Center of Excellence and Project Oversight and Advisory Review, under the leadership of County Chief Information Officer and Project Review Board Chair, and in collaboration with Council staff, Council Auditor IT Capital Project Oversight staff and IT Governance. They represent a significant step forward in our maturing efforts, and are included in this document:

1. Revised guidelines for determining project status which enables for consistent countywide reporting of green, yellow and red project status
2. Revised oversight project risk criteria to clearly align with the new guidelines for status reporting
3. Associated monthly Risk Report to initiate actions to mitigate risks
4. Project baseline guidelines to be used consistently for monitoring, tracking, managing and reporting of baseline scope, schedule and budget.

**Summary Overview of
Revised Project Status Reporting, Risk Reporting Criteria and Baselines
July 12, 2013**

Revised Guidelines for Monthly Project Status Reporting

In Q2, 2013 under the CIO leadership, new project status guidelines have been developed to provide more consistent status reporting countywide. The new guidelines provide very specific and clear criteria for project managers to determine what project status should be reported for scope, schedule, budget, resources, milestones and benefits status. The criteria for returning back to green from yellow or red status is also defined. The document **Project_Status_Reporting_June_25_2013** includes these specific criteria.

Risk Reporting Criteria Simplified

PRB oversight is focused on identification of project risks and early notification to project sponsors and agency leadership, and engaging them to collaborate with the CIO/PRB in helping projects to mitigate risks.

The monthly risk report is a tool used to communicate the risks and oversight actions taken to mitigate risks. The report is based on review of monthly status reports and funding release requests with risks categorized to levels 1, 2 and 3. Risks are regularly reviewed by the CIO, Performance, Strategy and Budget, Assistant Deputy Executive and Council staff. The monthly risk report is posted on PRB SharePoint for county wide use. Projects at risk levels 2 and 3 require agency stakeholders and CIO/PRB meetings to discuss risks, business impacts and mitigation actions. In Q2, 2013 under the CIO leadership, new risk criteria and a new risk report have been developed. The document **Project Oversight and Advisory Review: Revised Risk Level Criteria June 25, 2013** includes these specific risk criteria and associated actions.

Monthly IT Project Risk Report, July2, 2013 is included a reference.

Baseline Guidelines

Guidelines for setting the baselines, criteria and process/approvals to re-baseline are included in **King County Information Technology Rebaselining Guidelines for IT Projects, July 2013**.

Rollout and Portfolio System (Innotas) Reporting

The roll-out started with discussions with Business Management Council in June, Technology Management Board in July, and July communication to Project Managers managing projects in PRB oversight, and agency/county business and technology leaders.

The July communication provides for an early preview of the new tools in advance to the project managers conversations/training, planned for September and hosted jointly by the KCIT Project Management Office and Project Oversight and Advisory Review services.

The new reporting guidelines will be in effect for Quarter 4 of this year. The project managers will need to do the following in the monthly Innotas status reporting:

1. Update project status in Innotas on a monthly basis and set **Status Report Date** field in Innotas. The recommended timeline is by the first of the month, which then provides up-to-date information for the monthly risk report generated the first week in the month.
2. Set **Scope, Schedule, Budget, Resources, and Milestones** status (green, yellow, red) in Innotas according to new project status guidelines.
3. Complete action items and recommendations before the estimated close date, or specify a new estimated close date, or provide one if not provided.
4. Set **PMM Baseline Start Date** and **PMM Baseline Complete Date** in Innotas when project is in the Final Design Phase. These should not be changed ever, unless re-baselining is approved as described in the Rebaselining Guidelines. If re-baselining is approved; the dates need to be changed and the management summary needs to include reasons for re-baselining as described in the Baseline Guidelines.
5. Set **Next Planned Release Date** in Innotas. This is the date that the next funding release request is planned. If no further funding release requests are planned, then this should be set to the planned project close date. Please note that this a projected date and it is used for the purpose of planning/estimating the workload of PRB/PSB staff.
6. Consider requesting release of funds timely so that expenditures do not exceed current PRB released funds.
7. Set **Project Start Date** and **Project End Date** in Innotas. These dates reflect the current estimated dates.

Project Component	green	yellow	red		Path back to green from red
Scope	No changes	Any change in project work that results in a decrease in the capabilities or features planned for the solution.	Any change in the project that alters the degree to which business operations will be impacted by the project, and thus may change the benefits.	Approval of the changes by the steering committee and sponsor, and formal notification to CIO/PRB	Approval of the changes by the sponsor and CIO/PRB, and submission of an updated Benefits Realization Plan (which may get transmitted to Council as applicable)
Schedule	On schedule	Cumulative delay to tasks of 4+ weeks	Schedule Variance at Completion is greater than 15 percent over the baseline schedule	Approval of the changes by the steering committee and sponsor, and formal notification to CIO/PRB ;	Acceptance of the changes by the sponsor; or Approval to re-baseline if Schedule Variance at completion is greater than 15 percent over the baseline schedule; formal notification to CIO/PRB and inclusion in "re-baselined projects report"
Budget	On budget	Projected 10% or more increase to achieve the next milestone	Cost variance at completion is greater than 15 percent over the baseline budget	Approval of the changes by the steering committee and sponsor, and formal notification to CIO/PRB;	Acceptance of the changes by the sponsor, or Approval to re-baseline if Cost variance at completion is greater than 15 percent over the baseline budget; formal notification to CIO/PRB and inclusion in "re-baselined projects report"
Milestones	5 major milestones entered in Innotas (at the minimum)	Project has not entered milestones in Innotas; Projection that current milestone will be missed by any amount (1+ day)	Projection that current milestone will be missed by 8+ weeks	Approval of the changes by the steering committee and sponsor, and formal notification to CIO/PRB;	Acceptance of the changes by the sponsor, and formal notification to CIO/PRB
Resources	No issues	Resource issues that are directly impacting task progress (even if not enough to yet slip schedule to yellow or red status)	The resignation or loss of the Project Manager, Sponsor, or primary Business Owner, or resource issue reported yellow in the last report	Resource issues resolved with a recovery plan approved by the steering committee	Meeting with Sponsor and/or CIO/PRB to discuss impacts and develop recovery plan.
Benefits	Noted in Innotas that Benefit Plan is attached		No Benefits Plan		

Note: Project Manager has discretion to report yellow or red status outside of these pre-defined criteria, if he/she finds it necessary. Benefits – as soon as the new Benefit Achievement Plan rolled-out

Project Risk Levels and Associated Actions			Roll-out Activities
Risk 1 – staff follow-up with Project Manager	Risk 2 – Mtg Agency Leadership/CIO	Risk 3 – Mtg Agency Leadership/CIO/PRB	
No monthly status update in Innotas Portfolio System	Failure to alleviate level 1 risk	Failure to alleviate level 2 risk	
Yellow status on any: scope, schedule, budget, milestones, resources	Red status on any: scope, schedule, budget, milestones, resources		<ul style="list-style-type: none"> ➔ June/July: Review with BMC, TMB, ➔ July: Monthly Risk Report v2. ➔ July – early communication to IT Project Managers, BMC, TMB, PRB ➔ September: Train Project Managers on new status reporting /risk criteria ➔ In effect for Q4/2013 reporting
Lack of milestone dates and cost information in Innotas Portfolio System, or yellow	Milestones red Or Sponsor change		Summer 2013: <ul style="list-style-type: none"> • Training on scheduling/milestones; • Include 5 major phases/ milestones: <ul style="list-style-type: none"> ○ Planning ○ Preliminary Design ○ Final Design ○ Development and Implementation ○ Close-out
Benefits	No benefit plan		July: Roll out new Benefit Achievement Plan
<ul style="list-style-type: none"> ▪ No report on CIO/PRB recommendations ▪ No baselines at Implementation Phase ▪ No planned PRB release dates ▪ Expenses over PRB release ▪ No start date for the project (for not started yet) ▪ Funding Request Issues by staff review 	Failure to alleviate level 1 risk		

Agency	Project Name	Development Address	Total Project Budget	Phase	Start Date	End Date	Resources	Start Date	Risk 1 - No. Critical Risks for 1 Month	Risk 1 - High Risk	Risk 1 - Medium Risk	Risk 1 - Low Risk	Risk 1 - No. Critical Risks for 1 Month	Risk 1 - High Risk	Risk 1 - Medium Risk	Risk 1 - Low Risk	Risk 1 - No. Critical Risks for 1 Month	Risk 1 - High Risk	Risk 1 - Medium Risk	Risk 1 - Low Risk	Risk 1 - No. Critical Risks for 1 Month	Risk 1 - High Risk	Risk 1 - Medium Risk	Risk 1 - Low Risk	Risk 1 - No. Critical Risks for 1 Month	Risk 1 - High Risk	Risk 1 - Medium Risk	Risk 1 - Low Risk
CAJD	ComCo 8	No risks. 6/1/13 CAJD/POD meeting to review CAJD project progress, confirmed no risks	\$ 154,472.00																									
DAJD	IT Management Study	Project started. Supplementing operating funds. 4 recommendations. CID mgt on 6/1/13 Risk Letter Level 2 sent 6/15/2013. 2013 project	\$ 155,824.00																									
CAJD	Final Risk Assessment Implementation Planning	Agency oversight for risk business phase. Project started. Supplementing operating funds. 5 recommendations. CID mgt on 6/1/13 Risk Letter Level 2 sent 6/15/2013. 2013 project	\$ 125,031.00																									
CAJD	Human Management System Employee Interface	Project started. Supplementing operating funds. 3 recommendations. CID mgt on 6/1/13 Risk Letter Level 2 sent 6/15/2013. 2013 project	\$ 128,013.00																									
DAJD			Sum: \$ 1,226,882.88																									
DCHE	Demographic Data Consolidation	2013 project. Not started	\$ 240,749.00																									
DCHS	DMRP and Public Safety Project	2013 project. Not started	\$ 411,774.00																									
DCHS	Archives Collection Management System	2013 project. Not started. Risk 1 letter sent for response by March 8	Sum: \$ 692,632.00																									
DES	Emergency Customer Relationship Management	2/10/13 - Not updated. incomplete for dates. 6/12/13. Not to appear on risk at this time	\$ 138,516.00																									
DES	Regional Incident Management System (RIMS)	Project Closed. Risk Letter 2 Nov/12. Action item terminated sent Oct 2012	\$ 1,193,832.00																									
DES			Sum: \$ 1,808,732.00																									
DIA	Core ECR Replacement Project	Risk 1 - no status report. project PM for update in June & May. CID mgt scheduled for 7/10/13. Schedule Risk Letter 2 mgt with CID. 5/13/13 in mgt request sent to agency	\$ 4,233,985.00																									
DIA			Sum: \$ 4,332,885.00																									
DRIP	Resource Conversion to JMI	Contract Quarterly for 7/13. CID mgt for 7/8. 7/10/13. Contracted agency to schedule Risk 2 follow-up mgt. Risk 1 and 2 Letter. CID Mgt. Aug/12	\$ 758,000.00																									
DRIP	Risk 1 Expense	Contract Quarterly for 7/13. CID mgt for 7/8. Project is on hold. 3/20/13 - Contracted agency to schedule Risk 2 mgt	\$ 24,807.00																									
DRIP	PRISM Conversion to ARI	Contract Quarterly for 7/13. CID mgt for 7/8. 3/20/13. Contracted agency to schedule Risk 2 follow-up mgt. Recommendation expected sent Oct 2012. No response. One Recommendation still open	\$ 2,004,400.00																									
DRIP	Replacement of Risk for DOS Program	Contract Quarterly for 7/13. CID mgt for 7/8. No updated status as per 6/10/13. Contracted agency to schedule Risk 2 follow-up mgt	\$ 627,722.00																									
DRIP	Water System Control System Replacement	Contract Quarterly for 7/13. PM reported in Dec 2012. Not mgt. 1/13, CID mgt 12/16. Not mgt. report. Letter Risk Letter 2	\$ 42,014,767.00																									
DRIP			Sum: \$ 48,024,961.00																									
DCA	Accounting System Update	2013 project. Not started	\$ 233,881.00																									
DCA	Assistant Cashier PC Replacement	Revised to Risk Level 2. Risk notification to agency on 6/1/13. Recommendation. CID mgt. 6/1/13. Not updated. Incomplete for dates. 6/1/13. 4/18/13. PM response on 6/1/13. 2/12/13 project started. Funding request approved	\$ 534,819.00																									
DCA	Property Assessment Appeals Project	Funding request approved	\$ 128,000.00																									
DCA	Property Based System Replacement (PBS)	Project will be closed and funds transferred to Accounting System Update	\$ 103,741.00																									
DCA			Sum: \$ 2,889,091.00																									
DOT	Customer Information System		\$ 3,193,275.00																									
DOT	RAETU 3 Upgrade	Discontinued project at April 30, 2013 DOT Project Review meeting	\$ 1,873,761.00																									
DOT	Route Upgrade	Risk 2 Letter August. CID mgt 5/13/13. contract sent 5 app. Discontinued project at April 30, 2013 DOT Project Review meeting	\$ 251,840.00																									

Agency	Project Name	Descriptive Narrative	Total Project Budget	Start	Schedule	Budget	Resources	Timeline	Risk 1: Major Update for 1 Month	Risk 1: Yellow Status	Risk 1: Orange/Yellow	Risk 1: No Report on CAC or PRB Recommendations	Risk 1: No Schedule	Risk 1: No Planned PRB Review Date	Risk 1: Expenses Exceed Funding Package Amount	Risk 1: No Start Date	Risk 1: No Start/End Date	Risk 2: Agency/Level 1 Risk	Risk 2: Ref: Budget	Risk 2: Expense Change	Risk 2: Milestones Met	Risk 2: No Budget Push	Risk 2: No Adverse Level 1 Risk
DOI	On Board Systems (OBS) & Communications Center System (CCS)	Risk 2 Letter Aug12, CIO May Sep12 Respond on next action item	\$ 36,761,554.00							X													
DOI	Rapid AVI Replacements (RAVR)	Risk 2 Letter Aug12, CIO May Sep12, 4 week, team	\$ 35,482,831.00																				X
DOI	Fast Time Information System (FTIS)	Approved for progress prior of the CIO decision. Disposed project at April 30, 2013 DOI Project Portfolio Review meeting	\$ 4,315,410.00																				X
DOI	Regional Fire Coordination Enhancement	Risk 2 Letter Aug12, CIO May Sep12, Discontinued project at April 30, 2013 DOI Project Portfolio Review meeting	\$ 4,315,107.00							X	X		X										
DOI	Water Information Systems - Bas Tracker	Risk 2 Letter Aug12, CIO May Sep12, Discontinued project at April 30, 2013 DOI Project Portfolio Review meeting	\$ 4,008,055.00						X	X			X	X									X
DOI	Water Information Systems - A/E	Risk 2 Letter Aug12, CIO May Sep12, yellow and likely over 8 wks. Discontinued project at April 30, 2013 DOI Project Portfolio Review meeting	\$ 3,478,774.00						X	X													X
DOI	Water Information Systems - T&E	Risk 2 Letter Aug12, CIO May Sep12, Discontinued project at April 30, 2013 DOI Project Portfolio Review meeting	\$ 2,245,183.00											X									X
DOI	Wilds Comprehensive Asset and Maintenance Management (WCAMM)	Action Item reminder sent Oct 2012. One AI still open, yellow and likely over 4 weeks. Discontinued project at April 30, 2013 DOI Project Portfolio Review meeting	\$ 1,618,177.00											X	X								X
DOI	Transect Data Infrastructure Replacement	Discontinued project at April 30, 2013 DOI Project Portfolio Review meeting	\$ 1,434,000.00																				X
DOI	Transect Fiber Replacement	CIO May Sep12, Wayne V. Project (was under way then CIO suppression to report to PRB, CIO no need start reporting in two lines	\$ 1,162,200.00											X		X							X
DOI	Wilds Transit Signal Priority	Risk 2 Letter Aug12, CIO May Sep12, Discontinued project at April 30, 2013 DOI Project Portfolio Review meeting	\$ 800,000.00												X								X
DOI			Sum: \$ 102,221,807.00																				
DEER	Forest Integration	Risk 2 Letter June12, Risk 2 Letter Aug12, ERB May Sep12, Action Item reminder sent Oct 2012. One AI still open, yellow and likely over 4 weeks. Discontinued project at April 30, 2013 DOI Project Portfolio Review meeting	\$ 6,485,417.34						X	X	X												X
DEER			Sum: \$ 6,485,417.34																				
DEER	CED/CAD Integration at NORCCOM	On Hold. Waiting for NORCCOM to go live	\$ 124,300.00											X									X
DEER	CED/CAD Integration at Valley Communications	11/02/07 Little Chute Valley Comm will not connect to our eCAD interface until they have the new CAD implemented. The work for that keeps getting pushed back every time they extend their bid deadline. Right now we are looking at 2014	\$ 279,481.00											X		X							X
DEER	Electronic Medication Administration Record	2013 project not started	\$ 208,441.00											X		X							
DEER	Health Information Technology Implementation Project/ETA	CIO Sponsor - Sept12 Project	\$ 1,251,815.00											X									
DEER	Jail Health Lighting Rollouts	2012 project, no response on status quarterly from 11/12/2012, 2013 project - not started. PRB staff to meet with vendor 1, Feb 25, 2013 Update. Project is shelved and is planning to provide status report in 2 weeks	\$ 103,587.00						X	X	X												X
DEER	Prevent LRU Events	2013 project not started	\$ 105,000.00											X		X							
DEER	System-Wide Enhanced Network Config (SENC) Strategic Initiative		\$ 1,181,411.00										X										
DEER			Sum: \$ 16,393,937.00																				
PCGC	Onyx Core/E-Rec 2012	2012 project - no response from vendor. F. Eric. Project suspended - contact EC to close the project. PRB staff to follow up with PCGC 2/25/2013 Update. Matt Hyatt & I following up on this	\$ 25,000.00											X		X							X
PCGC	State Migration Hearings	2011 project not started	\$ 25,000.00											X		X							
PCGC			Sum: \$ 43,000.00																				
PCGC	RO Mhz Trunked Radio System Sprint/Verizon Replacement		\$ 400,000.00						X	X	X		X										X

Agency	Project Name	Key/Status/Action	Total Project Budget	Scope	Substrate	Budget	Resources	Manpower	Risk 1: No Work Updates for 1 Month	Risk 1: No New Status	Risk 1: Incomplete Review	Risk 1: No Report on CIO or PDR Recommendations	Risk 1: No Baseline Schedule	Risk 1: No Planned PDR Follow-up Cases	Risk 1: Enterprise Expense Pooling Phase Account	Risk 1: No Start Date	Risk 1: Issues Pending Retired by PDR Start	Risk 2: Failure to Address Level 1 Risk	Risk 2: No Start Date	Risk 2: Expense Change	Risk 2: Incomplete	Risk 2: No Start Date	Risk 2: No Start Date	Risk 2: No Start Date	Risk 2: No Start Date
RCF	Alarm Building Review		\$ 1,538,000.00																						
RCF	Business Continuity	Risk 1 Letter / Aug. Ripon Hold	\$ 3,157,548.00																						
RCF	Business Improvement & User History (BISM)	2013 project - not started	\$ 3,750,000.00																						
RCF	Comptroller Technology System Replacement Phase 1 (RTS)		\$ 18,155,052.00																						
RCF	City Center Protection 2005	11/5/2013 - Review will close on 04/23/13	\$ 2,382,109.00																						
RCF	Disaster and Antenna Network (Radio System - In-Process)	01/14/13 - not update - delay published 01/15/13 - delay by PDR on account of lack of sign-off. Reconsideration reminder sent Oct 2012. No response.	\$ 118,370.00																						
RCF	Enterprise Document Management System		\$ 492,618.00																						
RCF	ESOP (Government Cloud Computing)		\$ 1,050,917.00																						
RCF	Executive Branch IT Reorganization	Risk 1 Letter / Aug. Ripon Hold	\$ 2,876,633.00																						
RCF	Facilities Modernization	01/14/13 - not update - incomplete for action 01/15/13 - delay by PDR on account of lack of sign-off.	\$ 4,645,133.00																						
RCF	Information Security and Privacy Program	On hold since Dec 2011. EIRs started July 12. Progressing through budget update.	\$ 4,453,036.00																						
RCF	Integrated Document Exchange	CIO's a team July 12	\$ 481,345.00																						
RCF	Internal Network - Migration to SharePoint		\$ 4,697,369.00																						
RCF	Machine Application Migration	RIA vendor started on 02/22/13. MTD - Request to PDR.	\$ 13,766,400.00																						
RCF	Net of Executive Radio Planning		\$ 9,035,737.00																						
RCF	New RIT Implementation Project		\$ 758,569.00																						
RCF	System Migration Review	On hold since Oct 2011	\$ 2,131,361.00																						
RCF	South Loop Microwave Replacement	Reporting on progress.	\$ 2,718,219.00																						
RCF	Two-Factor Authentication	01/14/13 - not update - incomplete for action 01/15/13 - delay by PDR on account of lack of sign-off meeting held Dec 13.	\$ 1,618,140.00																						
RCF	Web Site Architecture		\$ 1,099,530.00																						
RCF	Web Site Architecture		Sum: \$ 75,334,416.00																						
RCSD	Electronic Social Files		\$ 472,914.00																						
RCSD	Electronic Scheduling System		Sum: \$ 472,914.00																						
RCSD	Electronic Scheduling System	Action Item teaming sent Oct 2012. Team Action items still open. Project suspended. May return 6/78.	\$ 1,287,016.00																						
RCSD	RHSSES Replacement Project	01/14/13 - not update - incomplete for action 01/15/13 - delay by PDR on account of lack of sign-off. CIO Mtg scheduled 01/15/2013. team ICR. only held on 1/18.	\$ 6,014,830.00																						
RCSD	Wireless EAD Upgrade	01/14/13 - not update - incomplete for action 01/15/13 - delay by PDR on account of lack of sign-off. Action items reminder sent Oct 2012. Project suspended. but does not plan to address the delay item. CIO Mtg scheduled Oct 15/2013. team ICR. only held on 1/18.	\$ 1,121,415.00																						
RCSD	Wireless EAD Upgrade		Sum: \$ 7,846,614.00																						
RFD	PAD Case Management (PRCM) (replacement)		\$ 2,200,000.00																						
RFD	Public Criminal Case Studies Project	2013 project - not started. This project can not be started until a data source is determined. This project is dependent on the PRCM project.	\$ 345,000.00																						
RFD	Public Criminal Case Studies Project		Sum: \$ 2,545,000.00																						
Report Totals			Sum: \$ 250,916,674.14																						



King County

King County Information Technology Rebaselining Guidelines for IT Projects

July 2013



King County

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Introduction

King County Information Technology (IT) Project Management Methodology has been endorsed by Project Review Board for countywide use. The methodology aligns with the capital project management practices developed and recommended for use across the County. One of the May, 2013 deliverables is to define an IT project "Baseline". (See Appendix for more information on baselining).

Baseline definition and guidelines included in this document have been developed by King County Information Technology Project Management Center of Excellence and Project Review Board, under the leadership of County Chief Information Officer and Project Review Board Chair, and in collaboration with Council staff and Council Auditor IT Capital Project Oversight staff.

The baseline guidelines are tightly associated with the current IT Project Management Methodology (PMM) V 2.1. chart included as a reference at the end of this document.

As shown in IT Project Management Methodology (PMM) V 2.1. chart, the project baselines are established in the Final Design Phase – under the Potential Milestones and Oversight Events, marked red: as *CPMWG Baseline* and *Substantial Completion* (in the Implementation Phase).

Any change in PMM would affect these guidelines. More detail about PMM is available at SharePoint page at: <https://kcmicrosoftonlinecom-5.sharepoint.microsoftonline.com/IT/pmcoe/PM%20Methodology%20PMM%20v21/Home.aspx>

It is important to note that there were several factors relevant to defining IT projects baseline guidelines:

- This is the County's initial approach to defining baselines and baseline oversight for IT projects.
- The approach is based on the current status and maturity level of IT project management practices countywide. As we further mature in IT projects' implementation practices, the baseline methodology and oversight will become more sophisticated and mature.
- The baselining approach is practical to the extent that all IT projects should be able to adopt.
- This approach is equally applicable to IT infrastructure projects (such as Mainframe Replacement or I-Net), as well as software projects.

Rebaselining Purpose

King County's baselined IT projects may occasionally be faced with circumstances and events where maintaining the baseline is no longer a useful performance measure for managing the project.

The purpose of rebaselining is to objectively establish a new baseline and to provide the necessary course corrections to the scope, schedule and/or budget for a project. The results of rebaselining will yield more accurate and realistic project information to be used as a basis for variance reporting, and performance measurement for the remainder of the project. Rebaselining will improve the level of information for evaluating project delivery processes, and improve the accuracy of project status information communicated to the Executive and the Council.

Rebaselining Guidelines

The intent of this guideline is to provide Implementing Agencies (IA's) information to:

- Determine if appropriate justification exists to consider rebaselining a project
- Describe the requirements and process for conducting rebaselining, including the required documentation.

In no event will a project be rebaselined without prior written approval by the IA's Director and Project Sponsor. Rebaselining should not be used to compensate for poor project management and/or lack of sufficient project control oversight.

Criteria to baseline

The list below includes the circumstances in which a project is eligible for rebaselining.

- **Significant changes in technology or market**
 - The vendor new release will provide additional functionality which will simplify implementation
 - Selecting *newly* available SaaS (Software as A Service) solution over initially planned in-house implementation
- **Unforeseen business change in how or what services are delivered:**
 - Agency decided after project start that it will no longer provide service
 - There is a countywide need to offer an enterprise solution to enable service
 - Significant functionality added or removed
- **Unforeseen events outside of project/agency control**
 - No further planned appropriations available or delayed
 - Changes in baselines of a dependent project or operational initiative

- Vendor non-performance resulting in contract termination
- Vendor non-performance resulting in change order
- **Significantly lengthy procurement process**
 - Contract negotiations take significantly longer than planned
 - Bid-protests
 - Litigation
 - There is a need to re-issue a request for proposal

If the project encounters circumstances that are not listed here and believes that those circumstances warrant rebaselining, the project can request approval to rebaseline and make that case. Decision makers would consider allowing that circumstance as a basis for rebaselining and expand the list above. It is important to note that those additional circumstances cannot be in the category of poor project management, inability to hire resources over a long period of time, resource re-prioritization or similar.

A project should only be considered for rebaselining when the scope, schedule, or budget have exceeded the allowable threshold and can't be recovered by applying standard project management tools and techniques.

Scope, Schedule and Budget Thresholds

- Scope = Project is not feasible or significant changes in scope are needed
- Schedule = Schedule Variance at Completion is greater than 15 percent over the baseline schedule
- Budget = Cost Variance at Completion is greater than 15 percent over the baseline budget

Scope, Schedule and Budget Recovery Reviews

In order for a project to be considered for rebaselining, the project team must demonstrate appropriate actions have been taken to first determine if the scope, schedule or budget can be modified to remain within baseline thresholds.

Rebaseline Schedule Review

Can the project schedule be recovered by schedule compression techniques such as fast tracking or schedule crashing to bring the schedule variance within the acceptable limit without impacting the scope, budget, and risk threshold? (If the answer is yes, then the project schedule is not eligible for rebaselining)

Rebaseline Budget Review

Can the project budget variance be recovered by adjusting schedule or design modifications without impacting the project objectives, scope, and risk threshold? (If the answer is yes, then the project schedule is not eligible for rebaselining)

Rebaseline Scope Review

Can the project scope be recovered by adjusting schedule or budget modifications without impacting the project objectives, exceeding other baselines, and risk threshold? (If the answer is yes, then the project schedule is not eligible for rebaselining)

Rebaselining Process

Step 1: Project incurs events/circumstances which adversely affect the baselined scope or schedule or budget (exceed allowable thresholds).

Step 2: Project team reviews project, utilizing IT project management techniques to determine if project scope, schedule or budget can be recovered (to be within baseline thresholds).

Step 3: If the project scope, schedule or budget cannot be recovered, the project should request approval to re-baseline:

Step 3a: Project Team completes rebaselining form (see sample rebaselining form provided in Appendix) and rebaselines scope, schedule and/or budget, including updating appropriate baseline documentation. The Project Manager should perform necessary modifications to the Project Management Plan to integrate and unify the rebaselined scope, schedule, and/or budget. This effort should include reassessing the project risks, quality requirements, and procurement needs to better understand the impacts of the rebaselined project. All changes should be fully integrated with the project management elements. Information regarding the initial baseline and the rebaseline should be documented for future evaluation/audits of the project performance.

Step 3b: The Steering Committee, IA Director and Project Sponsor receive request to approve request to rebaseline project, which also needs to be approved by Project Review Board.

Step 4: The request to rebaseline and the new baseline is reviewed and approved by the project Steering Committee.

Step 5: The request to rebaseline and the new baseline is approved in writing by Director and Project Sponsor, and by the Project Review Board.

IF RE-BASELINING IS APPROVED:

Step 6: Project information and tracking is updated in Innotas with approved rebaselining information (bullets a-e below), project is denoted as rebaselined in the project reporting

(bullet c below). The Project manager summarizes re-baselining information in Senior Management Summary in Innotas, and keeps it there for the duration of project.

- a. Innotas: The Project manager updates *Project Start Date*, *Planned End Date*, and *Project Close Date* as needed to reflect the currently actual (for project start date) or projected dates (for end date and close date).
- b. The Project manager updates The *PMM Baseline Start Date* and *PMM Baseline Complete* to new baselines.
- c. The project manager sets *Baseline Change Flag* to Yes.
- d. The project manager uploads the approved/signed REQUEST TO REBASELINE the IT PROJECT as an attachment to the project.
- e. Should the project be re-baselined more than once, the project manager includes each re-baseline information in the Senior Management Summary and uploads the corresponding, formally approved REQUEST TO REBASELINE the IT PROJECT as an attachment.

IF RE-BASELINING IS NOT APPROVED:

Step 6: Project information and tracking is updated with denied rebaselining information (bullets a-e below), project is denoted as NOT rebaselined in the project reporting (bullet c below). The Project manager summarizes each denial of re-baselining in Senior Management Summary in Innotas, and keeps it there for the duration of project.

- a. Innotas: The project manager updates *Project Start Date*, *Planned End Date*, and *Project Close Date* as needed to reflect the currently actual (for project start date) or projected dates (for end date and close date).
- b. The project manager **does not change** *PMM Baseline Start Date* and *PMM Baseline Complete* and keeps them as initially established during the Final Design Phase.
- c. The project manager sets *Baseline Change Flag* to No.
- d. The project manager uploads denied/signed REQUEST TO REBASELINE the IT PROJECT as an attachment to the project.
- e. Should the project request re-baselined more than once, the project manager includes each denial of re-baseline in the Senior Management Summary and uploads the corresponding, formally denied REQUEST TO REBASELINE the IT PROJECT as an attachment.

Measuring and Monitoring Rebaselined Schedules

The rebaselined project will be measured and monitored in the same manner as the original baselined project. This includes using the rebaselined scope, schedule and budget information as a basis for variance reporting and performance measurement.

Appendix - Baseline - Background

King County Executive Order (CIP 8-1 [AEO]) created and directed a Capital Project Management Work Group to develop and recommend capital project management practices for use across the County.

One of the 2013 deliverables is to define an IT project “Baseline” as it pertains to King County IT Project Management Methodology. King County Information Technology defined a Project Baseline as meaning... “the scope, schedule and budget set at conclusion of the preliminary design phase and during the final design, in the Development Project Initiation phase, when a preferred alternative has been selected and design has progressed adequately to make reasonable and informed commitments, and implementation plan has been completed.”

The project’s baseline is used to measure how performance deviates from the plan. Your performance measurement would only be meaningful if you had an accurate baseline.

A project’s baseline is defined as the original scope, cost and schedule. The project’s baseline must be completely defined and documented before the project implementation and control activities can begin.

Once the project starts implementation, the project’s baseline is put under change control to help you evaluate any further change and its impact on the project. No meaningful measurements can be made if the scope, cost and schedule are not under strict change control disciplines.

Please refer to King County Project Management Methodology for a graphical representation of the timeline and deliverables required to set the project baselines, at the end of this document.

Additionally, the project deliverables required to baseline an IT project include:

- Project Planning:
 - Project Charter Definition
 - Summary Project Plan Development
 - Project Budget Controls Establishment
 - Milestone Schedule Development

- Preliminary Design:
 - Preliminary Implementation Plan Preparation

- Final Design:
 - Charter and Scope Refinement
 - Implementation Project Plan Development

The baseline documents include:

- Baseline Documents including:
 - Baseline scope of work
 - Baseline project schedule
 - Baseline total project cost estimate
 - Budget by phase with estimated cash flow projections
 - Implementation project plan

Once a project is baselined, the scope, schedule and budget information is used as a basis for variance reporting and performance measurement for the entire project. The following variance thresholds have been established for quarterly reporting performance against baseline, as follows:

Baseline budget thresholds

The budget and cost variance is based upon the “Cost Variance at Completion”. The Cost Variance at Completion (CVAC) is the Estimate at Completion (EAC) less the (Baseline) Budget at Completion (BAC) the difference divided by the Budget at Completion. $CVAC = (EAC - BAC)/BAC$

Definitions:

- Estimate at Completion (EAC): Forecast of total cost when the project is complete
- Budget at Completion (BAC): Baseline amount for Cost
- Cost Variance at Completion (CVAC): EAC minus BAC

Associated status criteria:

- Green = CVAC equal to or less than 0
- Yellow = CVAC greater than 0, less than or equal to 15 percent over the baseline budget
- Red = CVAC greater than 15 percent over the baseline budget

Baseline schedule thresholds

The schedule variance is based upon the “Schedule Variance at Completion”. The Schedule Variance at Completion (SVAC) is the Estimated Actual Schedule Duration (EASD) less the Baseline Schedule Duration (BSD), the difference divided by the Baseline Schedule Duration. $SVAC = (EASD - BSD)/BSD$

Definitions:

- Estimated Actual Schedule Duration (EASD): Estimated actual number of calendar days from start of final design to project substantial completion.

- Baseline Schedule Duration (BSD): Baseline number of calendar days from start of final design to project substantial completion
- Schedule Variance at Completion (SVAC): $(EASD - BSD) / BSD$ expressed as a percentage.

Associated status criteria:

- Green = SVAC equal to or less than 0
- Yellow = SVAC greater than 0, less than or equal to 15 percent over the baseline schedule
- Red = SVAC greater than 15 percent over the baseline schedule

Notes: The end of baseline schedule duration is based upon “substantial completion” of a project, which occurs at the start of user acceptance testing.

Baseline scope thresholds

The scope variance is based upon the project manager’s judgment of the changes in the project scope.

Associated status criteria:

- Green = project is proceeding with the approved baseline scope
- Yellow = Adjustments in project scope may be needed to meet baseline budget and/or schedule, or to respond to external drivers.
- Red = Project is infeasible or significant changes in scope are needed.

Baselining Purpose

The essential purpose of baselining a capital project is to allow performance measurement of the projects (baseline) scope, schedule and budget in comparison to accruals. This will provide a basis for variance reporting, currently proposed to be performed on an annual basis on all IT projects.

King County Information Technology
 Rebaselining Guidelines
 July 2013

Attachment A

SAMPLE FORM; REQUEST TO REBASELINE an IT PROJECT

Project Name:		Project Number:	
Project Manager:		Original baseline date:	
Reason for rebaselining			
Explain actions taken to recover scope, schedule or budget per baseline plan using standardized project management tools and techniques			
Summarize how rebaseline will impact scope, schedule, budget, risk and quality parameters.			
	<i>Elements completed for original baseline (check all that apply)</i>	<i>Elements updated for rebaseline (check all that apply and attach)</i>	
Baseline scope			
Baseline schedule			
Baseline cost estimate			
Budget by phase with estimated cash flow projections			
Updated Project Implementation Plan & relevant subsidiary plans			
Rebaseline request approved:			
Date effective:			
Rebaseline request denied (reasons):			
PRB reviewers (specify)			
Additional reviewers (specify)			
Project Sponsor and Agency Director			
Date recorded (in Innotas)		By:	
Date submitted to budget office		By:	

Reason for rebaselining: Describe whether scope, schedule, or budget needs to be rebaselined.

PRB reviewers: staff, CIO, full PRB

Additional reviewers: Agencies should identify additional reviewers, such as Council, Council Auditor

Project Review Board Oversight of Project Milestones and Baselines

In addition to the above described approach for baseline oversight, the Project Review Board in their risk based oversight methodology for early identification of project risks, will review the overall project milestone completion. This oversight is enabled by the adoption and IT project compliance with the countywide IT project management methodology, as described below.

- The project is typically broken up into several phases, and the project is always evaluated (at least) at the end of each phase.
- The project manager will have a detailed schedule for each phase, linked to a high-level project schedule driven by a product-based (deliverables) approach to planning.
- As each milestone is completed and the actuals are updated for the project, the project milestone schedule is updated if necessary.
- At the phase end, the Project Sponsor then approves a new milestone schedule, depending on maintaining alignment to the business case, the scope and to their risk appetite. Or if the project has become challenged, they can decide to cancel it at this point.

The effect of this is to ensure that the scope of work is always aligned to the business case so the customer/business can be assured that the final product/deliverable is achievable within a time/cost/quality context.



Reference - King County Project Management Methodology

King County Project Management Methodology Version 2.1

Basic Framework: Key Deliverables, Major Milestones, and Compliance Documents

	Initiative Formulation	Phase 1: Project Planning	Phase 2: Preliminary Design	Phase 3: Final Design	Phase 4: Implementation	Phase 5: Closeout	Measure
EAS SDLC Alignment							
Generic "Vertical" Model		Project Organization Project Planning	Requirements Analysis	Design Procure (Phase 3)	Build Install Test Implement	Transition/Closeout D&M	Operations & Maintenance
PMM by Stage	0A: Prelim Study 0B: Approval and Funding	1A: Project Administration 1B: Project Governance and Startup	2A: Business Requirements Analysis 2B: Solution Analysis	3A: Dev Project Initiation 3B: Solution Requirements and Design 3: Vendor Acquisition	4A: Development and Testing 4B: Solution Implementation	5A: System Maint Transition 5B: Project Closeout	XA: Benefi Realization XB: Perform. Monitoring
PMM Key Deliverables	WMAI Op. Assess Mgmt. Cap. Assess WMAI Project Def.	Project Charter Team Assign. ment Risk Mgmt. Plan Status Report	Issue/ Action Item Tracking WBS Comm. Plan Detailed Op. Requirements Risk Mgmt. Plan Summary Project Plan	Ops. Assess Ops. Model RFI Solution Def. & Scope Detailed Op. Requirements (TOR) Detailed Functional Requirements Detailed Resource & Plan Plan and Plan	Charter/ Scope Refine WIP Project Plan Solution Model Requirements Traceability Matrix Tech. Design Strategy Training Plan Test Plan SOLMO Proc. Type	Detailed Spec. Solution Dev. Vendor Product Invt. Training Dev. System/ OIA Dev. Accept. Testing Change Mgmt. Awareness Communications Training	Business Assets System Document SACLA Adaption OAM Document Help Desk Document Production Certification
Potential Milestones and Oversight Events	WMAI Op. Assess Mgmt. Cap. Assess WMAI Project Def.	PM Selection Workshop Contract Mgt. Issues Milestone Schedule Risk Funding Review	Options Analysis Requirements Improvement Contract Review/ Approval Requirements Improvement	Vendor Selection Contract Review/ Approval Vendor Contract Vendor Services Review Contract Review/ Approval	System Implementation System Evaluation System Process Review System Process Review	Project Closeout Project Review Budget Update	
Procurement, OMB, Policy Compliance	Agency Purchase Plan Budget IT Plan Business Case	Project Budget Worksheet	Current Development Memo Updated OIA Updated Business Case	RFP Vendor Contract Statement of Work		Contract Acceptance Remaining Funds Disposition	Project Improvement Review Operational Performance Monitoring