



Information Technology Business Case

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Project Title:	LSJ-I Program
Project Subtitle:	Integrated Document Exchange
Project Number: (If Existing Project)	377108
Date of Submittal:	February 23, 2009
Agency/Department:	OIRM
Business Sponsor:	Ron Sims; Dan Satterberg
Prepared By:	Trever Esko

Project Primary Benefit Alignment:

	Accountability/Transparency	Customer Service/Access	Efficiency	Risk Management
Check one only	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Business Outcomes: (Check all that apply)

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

Technical Outcomes: (Check all that apply)

Increases architectural flexibility	<input checked="" type="checkbox"/>	Utilizes open standards
	<input checked="" type="checkbox"/>	Employs web-based technologies
	<input checked="" type="checkbox"/>	Utilizes commercial off the shelf software
	<input checked="" type="checkbox"/>	Leverages and/or extends integration architecture
Improves data management	<input type="checkbox"/>	Increases data security
	<input type="checkbox"/>	Increases data privacy
	<input checked="" type="checkbox"/>	Improves data accuracy
	<input checked="" type="checkbox"/>	Reduces data redundancy
Improves technology operations	<input type="checkbox"/>	Enhances system reliability
	<input checked="" type="checkbox"/>	Consolidates hardware/software
	<input checked="" type="checkbox"/>	Standardizes or streamlines existing operations
Other	<input checked="" type="checkbox"/>	Adherence to County standards, minimizes departmental risks

Project Type: (Will Help Determine PRB Review Plan)

	Implementation	Business Case/Study/Plan	IT Equipment Replacement
Check One Only	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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Project Phase: (Underline project phase applicable to this submittal)

Budget Request:

- Conceptual Review

- Formal Budget Request

Project Review Board Business Case Deliverables

- Phase II - PRB Business Case Presentation
 - Update for any major changes to scope, schedule, and budget if significantly different from the Budget Request Business Case.
 - OMB and agency to confirm baseline (current)/ target measurements and identify and plan for future budget actions prior to PRB review.
- Other (Describe Phase as applicable)
 - Update for any major changes to scope, schedule, and budget if significantly different in order to inform or respond to PRB request.

Change Summary from previous submittals of Business Case:

The Law, Safety and Justice Integration (LSJ-I) Program has successfully implemented several initiatives originally defined in its plan. However, at the same time, some initiatives could not be pursued because of dependencies with state and external agencies that were not able to deliver and support related "integration" capabilities.

As a result, the LSJ-I Program altered its charter to focus on integration and interoperable exchanges that are not dependent upon external partners or data repositories. Within this new scope, the LSJ-I Program has identified an emerging opportunity associated with integrated and interagency exchange of digital documents.

This, therefore, is a new project under the existing LSJ-I Program. The estimated cost of the project is \$961,345, which includes 10% contingency.



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LSJ-I Program Integrated Document Exchange Project (IDX)

Executive Summary

Criminal justice operations within the King County government, within the King County region, and across the country, are moving toward a paradigm in which documents are managed in a dual context:

- Documents remain the “container” or “structure” of how information about criminal justice events are presented – to the public, within a courtroom, and across operations.
- Documents are managed as digital records – they are “objects” comprised of “elements”, and in ideal situations never exist in paper form.

King County law, safety and justice agencies have varying levels of digital data and document automation technology. The vision of the Integrated Document Exchange Project (IDX) is to develop a capability for the county’s criminal justice operations to receive both digital documents and/or XML data feeds, digest those feeds, store the data into systems of record, and produce digital documents as applicable.

The IDX Project would address five specific operations:

- Submission of criminal case documents and full files from law enforcement agencies, including KCSO
- Storage and basic management of criminal case file documents by the PAO
- Distribution of selected documented as a “Digital Discovery” packet, generated by the PAO and received by the Office of Public Defense (OPD) and their contract agencies
- Electronic filing of criminal case documents by the PAO into King County Superior Court
- Additional ad hoc distribution of specific types of documents and data, primarily pertaining to a) creation of the jail “booking packet” in DAJD, and b) redistribution of documents to other partner agencies



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The general concepts, scope, and objectives associated with this project were presented to the King County Council's Law, Justice and Human Services subcommittee on April 8, 2008. The King County Council accepted the recommendation, with an expectation that no funds from the Law, Safety and Justice Integration (LSJ-I) Program will be spent on this project until two conditions were met:

- a) A business case justifying the additional expenditures is approved by the Project Review Board.
- b) The business case is transmitted to council (which was later added to the 2009 budget as a proviso).

On May 20, 2008, the Project Review Board (PRB) approved a recommendation to include this project within the scope of the LJS-I Program contingent upon the submission of the business case.

1.1 Problem Statement/Vision and Goals

LSJ agencies have varying levels of digital data and document automation technology.

Examples of the digital document continuum within LSJ agencies are:

- The Prosecuting Attorney's Office (PAO) is a paper-based organization that has a large volume of data and documents that are stored on paper.
- The Department of Judicial Administration (DJA) manages King County Superior Court (KCSC) case-related documents through its Core Electronic Court Records (ECR) system, which shares documents electronically with various justice partner agencies.
- Other LSJ agencies' capability is somewhere between the PAO's paper-based system and the court records system used by DJA.

Criminal justice operations within the King County government, within the King County region, and across the country, are moving toward a paradigm in which documents are managed in a dual context:

- Documents remain the "container" or "structure" of how information about criminal justice events are presented – to the public, within a courtroom, and across operations.
- Documents are managed as digital records – they are "objects" comprised of "elements", and in ideal situations never exist in paper form.

The vision of the Integrated Document Exchange Project (IDX) is to develop a capability for the county's criminal justice operations to receive both digital documents and/or XML data feeds, digest those feeds, store the data into systems of record, and produce digital documents as applicable.

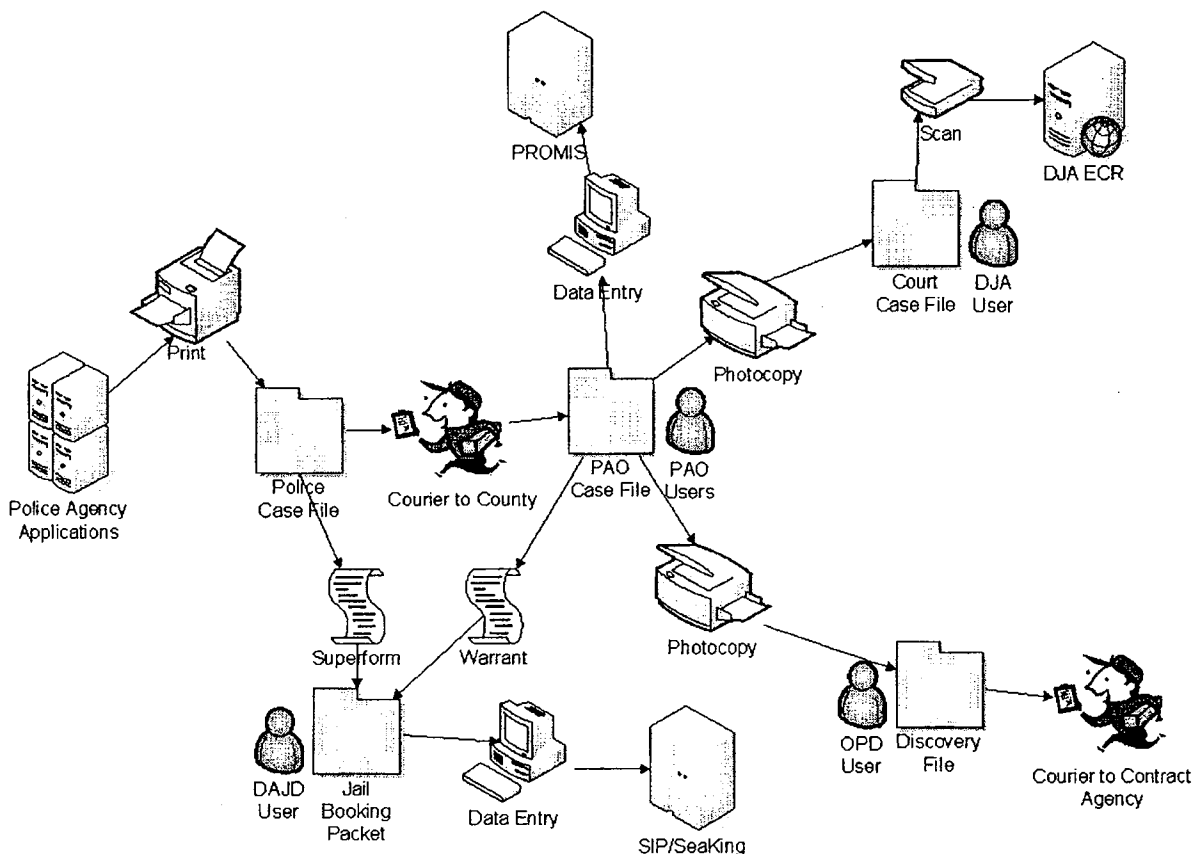


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To support specific, tactical business needs, the IDX Project would address five specific operations:

- Submission of criminal case documents and full files from law enforcement agencies, including KCSO
- Storage and basic management of criminal case file documents by the PAO
- Distribution of selected documented as a Discovery packet, generated by the PAO and received by the Office of Public Defense (OPD) and their contract agencies
- Criminal case filing by the PAO into King County Superior Court
- Additional ad hoc distribution of specific types of documents and data, primarily pertaining to a) creation of the jail “booking packet” in DAJD, and b) redistribution of documents to other partner agencies

Case file documents from Investigation to Filing



At this time, because of the varying degrees of document automation capabilities, King County’s LSJ agencies cannot realize this vision. Even agencies with mature electronic records management systems need operational procedures for receiving and processing paper documents from other agencies.



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The goal of this effort is to develop and implement a capability for LSJ agencies, regardless of their independent document management capabilities, to be able to process and use digital documents, whenever feasible eliminating paper, and whenever appropriate accessing and leveraging the data within the documents to improve operations.

1.2 Overview / Background

During the initial development of the LSJ-I strategy, the program evaluated 38 business operations for integration opportunities. This analysis produced a report called the Opportunity Analysis Report, dated February 25, 2002. Among the opportunities evaluated and documented in that report are the following:

Quantified Opportunity #2, Prosecutor Case Filing: When a deputy prosecuting attorney makes a decision to file, various clerical staff re-key information to create new paper-based documents and conduct a "discovery" effort. This effort requires in excess of 150 hours per week by prosecutor staff to manually generate the warrant and charge documents. The integration opportunity would involve the continued propagation of the original data about the case, and the automated generation of the required filing. Through the use of either a commercial product or internal development, data about a case could be matched against business rules related to a case filing, and the required documents generated automatically, without any word processing effort.

Qualitative Opportunity #6, Support of Prosecutor's paperless case file initiative: The activities of the Prosecutor's office are currently paper intensive even after data is captured within the supporting applications. As a result, paper files are managed and maintained, decisions are documented both on paper and within systems, and it is not possible to obtain complete information about a case without reviewing both the online and paper documentation. Additionally, the effort of sharing discovery with defense counsel requires the creation of redundant paper-based files. The Prosecutor would like to move toward a paperless case file environment, which requires expanding the capabilities of the current case management applications. These expanded capabilities could be supported through various integration solutions by leveraging capabilities in multiple systems to support new operations.

Qualitative Opportunity #7, Support of paperless filing work improvements: As an extension of the effort to improve the creation of charge filing documents, these same documents could also be filed electronically with the court. This would entail not only electronic sharing of data with the courts, but also work changes to support the receipt and analysis of computer-based filing documents.

Later in 2002, OIRM produced a strategy for criminal justice integration, in the form of a report called the LSJ Strategic Integration Plan (dated July 2002). This plan leveraged the prior business analysis and proposed 14 projects for the LSJ-I Program – one project to further expand the operational analysis of the county, one project to procure a middleware based integration infrastructure, and 12 tactical projects. Ultimately, six of those 12 tactical projects were "funded". However, it was not the top six priority projects that were funded. Instead, when program scope needed to be reduced, the program evaluated the readiness of both the



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organization and technology within the county to be able to execute the projects, along with the priorities, and selected six projects for inclusion.

Original LSJ-I Projects*; Action and Status; In Priority Order

Priority	Project Name	Status
A	Detailed LSJ-I Business Analysis	
B	Middleware Procurement / Pilot Project (Jail Inmate Look-up Service)	
1	Booking and Referral Filing Project	
2	Consolidated Criminal History Project	
3	Electronic Document Exchange Project (Quantified Opportunity #2)	Yellow
4	Public Safety Information Portal	Blue
5	Jail Program and Classification Project	
6	Referral and Case Disposition Update Project	
7	Improved Warrant Management Project	
8	Court Calendaring and Status Project	Gray
9	Prosecutor Paperless Case Files (Qualitative Opportunity #6 & #7)	Yellow
10	District Court Processing Project	Gray
11	Consolidated Inmate Management Project	Gray
12	Jail Health Services Coordination	Gray
Color Code Key		
	Included in original approved scope and completed.	
Blue	Included in original approved scope and scheduled for 2009 completion.	
	Included in original approved scope and canceled in 2007 due to external factors.	
Gray	Included in original business case but excluded from LSJ-I scope in 2002.	
Yellow	Included in original business case, excluded from scope, now included in new business case.	

* Source: LSJ Strategic Integration Plan, dated July 11, 2002, Appendix E, Table 19

In 2002, efforts related to digital document management were dropped from the scope partially because the county was not prepared to undertake such activities. DJA's ECR application was not, at the time, supporting e-filing efforts. Neither District Court nor the Sheriff had a document management system. In 2008, ECR has a mature e-filing capability, and District Court and KCSO have mature document management systems. The county as a whole is actively pursuing a project for an enterprise digital document/record management system. Furthermore, OIRM's Integration Service Center (ISC) already successfully implemented the Booking and Referral System (BARS) and the necessary shared security infrastructure (Ingress) for use across regional law enforcement. These systems included components of electronic record submission, digital document production, and document e-filing.

The opportunity to pursue these projects was re-identified as part of the 2007 reassessment of the LSJ-I business plan, and documented by MTG Consulting Services. MTG's report, dated September 19, 2007, is attached as Appendix A, and provides extensive information regarding an overview of what such an effort may entail.



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As previously stated, the LSJ-I Program has identified an emerging opportunity associated with integrated and interagency exchange of digital documents. Moreover, the LSJ-I Program's current charter defines its next challenge as case document management across justice agencies. Unlike when the original analysis was performed in 2002, an effort to undertake integrated document exchange now represents a "near-neighbor" technical strategy, leveraging projects that have been completed over the past five years.

1.3 Constraints, Criteria, Dependencies & Other Issues

During the initial assessment regarding this opportunity, the following strategic issues were identified.

1. Varying Levels of Document Automation

LSJ agencies have varying levels of digital data and document automation technology.

Examples of the digital document continuum within LSJ agencies are:

- The PAO is a paper-based organization that has a large volume of data and documents that are stored on paper.
- DJA manages KCSC case-related documents through its Core ECR system, which shares documents electronically with various justice partner agencies.
- Other LSJ agencies' capability is somewhere between the PAO's paper-based system and the court records system used by DJA.

The differing levels of document management automation make having a consistent strategy difficult.

2. Document-Centric vs. Data-Centric Systems

LSJ agencies are using information systems that do not provide for association between documents and data. Document-centric systems store and track data as complete documents, whereas data-centric systems track elements of data that are sometimes grouped based on pointer system or record indicator.

The divergent application models have significantly different means of consuming information, making the integration of the solutions and their related information more challenging. The document management strategy will have to incorporate both paradigms.

The county's Booking and Referral System (BARS) is an example of a current initiative that is attempting to bridge the document and data paradigms. BARS automates many steps in the booking, referral, and charge-filing processes. In order to accommodate agencies' needs for both data and documents, the system facilitates the exchange of data between systems and transmits PDF versions of the data.

3. County and State Standards

At present, there is no single established county or state standard for digital data and document management. Because of this lack of agreed upon standards, the environment will most likely evolve, which will force any solution to adapt. In addition to meeting operational objectives, this



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initiative must develop an approach that will take into account the various internal and external systems for which it shares data and documents.

Examples of the current standards influencing King County are:

- State codes on digital records management (WAC 434.663).
- Court rules on digital documents (AOC GR 30).
- State data exchange standards published by the JIN Program.
- DOD Policy 5015.3 (applied to some degree in King County).

Although not necessarily inconsistent, these standards may potentially change and impact county efforts.

1.4 Specific Business Objectives

The business objectives and capabilities associated with this effort are as follows:

- Records Acceptance – The capability to receive either digital records (documents) or data “in lieu” of documents, for the submission of required information into the county.
- Collaboration– The capability to work with records (documents) in an improved manner.
- Security – Managed security and control of records (documents).
- Presentation – The capability to view and display records (documents) from connected workstations and remote locations, without requiring physical access to a file.
- Integration – The capability to create extended functions for records (documents) and to work with other systems.
- Storage Management – The capability to store records (documents) in a manner that supports operations for agencies without true document management solutions.
- Record Distribution – The capability to send records (documents) to a partner agency for them to use, especially related to a discovery packet.
- Document e-Filing – The capability to fully leverage existing court e-filing functions to receive records (documents).
- Records Retention – The capability to leverage the records management infrastructure to retain records (documents).

1.5 Project Risks

Possible issues associated with this project – and thus project risks – are as follows:

- Solution Complexity – Due to varying operations, it is expected that an integrated document exchange function will be complex. This risk will be mitigated by leveraging the existing LSJ-I integration solution, and adopting a strategy of managing digital documents as objects to be transported, but limiting scope to not include creating full document management solutions.
- Regional Participation – Project benefits will be maximized when we are able to deploy the solution to regional law enforcement partners. As shown by prior projects,



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implementing regional operational change is a complex process. The LSJ-I Program has had success with this. The risk will be mitigated by including an expanded schedule in all work plans associated with regional operational changes and communications.

- Support Difficulty – Given the scope limitation being proposed, future support should be within the existing ISC structure, with a limited and reasonable increase due to an increase in functions.
- Inflexibility – This effort will explicitly adopt open standards and industry standards, thus ensuring flexibility.
- PAO Operating Cost – As of 2009, Superior Court is mandating all agencies to file electronically. It is assumed that the PAO will have taken measures to address scanning and submitting electronic documents by the completion of this project.

1.6 Plan of Work, Approach, Timeline, Key Milestones

The initial premise of this project is to leverage the existing integration solution to pass documents and meta-data from various Electronic Document Management Systems (EDMS) and other document repositories/files, as part of the normal information exchange done by the current LSJ-I solutions. This creates a means of working with EDMS solutions without implementing a specific EDMS.

Significant elements of this approach are as follows:

- Standards – This project will need to formally adopt document exchange standards. This development will leverage the existing county standards used by the existing court ECR solutions.
- Enterprise Approach to Requirements – This solution will be for the LSJ enterprise, and not for any specific agency. Therefore, it will also need to incorporate the ability to interact with regional partners, and thus adopt the operational, functional, and technical requirements of the criminal justice enterprise.
- Procurement – Actual technical implementation may involve acquiring and implementing a solution that supports the requirements.

This project will need to include the following components into its work plan:

- Document Analysis to identify scenarios when data may be submitted into a process in lieu of a document, and the document generated from the data and scenarios when data may need to be extracted from a digital document in order to either identify the nature of the document and/or load information into systems of record.
- Process Analysis to re-assess key LSJ business processes, specifically:
 - DAJD creation of the “booking packet”
 - Document/case filing from law enforcement to PAO
 - PAO general case management
 - PAO to OPD discovery transmission
 - OPD contract agency discovery access



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- PAO criminal case filing to Superior Court
- Design, develop, test and implement user interface to manually interact with documents, as follows:
 - Manual upload of documents from remote users into the county
 - Access to and basic management of case file documents
 - Access to booking packet documents
 - Transmission of discovery
 - OPD and OPD contract agency access to discovery
 - Criminal case court e-filing
- Development of required integrated document handling capabilities to the OIRM ISC environment as necessary and connection between data exchanges and workflows to support case management activities.
- Training on new operational procedures

It is anticipated that this project will begin in May 2009. The original LSJ-I Program analysis estimated that the projects closely related to this effort would require a project team of eight individuals approximately 10 months to perform. Given the planned staffing of the project team today, the total duration of this effort is now estimated to be 22 months with a project team of 4 individuals, resulting in an estimated completion date of Q1 2011.

1.7 Benefits and Other Impacts

1.7.1 Customer Benefits and Other Impacts

This planned scope of work would provide the following customer operational benefits:

- Digital document submission from regional agencies to the county. This would eliminate paper files and possible courier cost.
- Electronic sharing of "discovery" with OPD and its contract agencies. This would eliminate paper files and possible courier cost.

1.7.2 Employee Impacts

Depending on the extent to which individual agencies extend the use of the digital documents, employees may begin using digital documents in support of day-to-day functions. An example may be the ability for a deputy prosecuting attorney to use a laptop PC to access a digital case file in court, instead of needing to transport and access the paper case files.

1.7.3 Business Process Benefits and Other Impacts

As mentioned earlier, when a deputy prosecuting attorney makes a decision to file, various clerical staff re-key information to create new paper-based documents and conduct a "discovery" effort. This effort requires in excess of 150 hours per week by prosecutor staff to manually generate the warrant and charge documents. This project is estimated to reduce 90 hours per week worth of effort.



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Additional operational benefits include:

- Improved creation of “discovery” by PAO
- Development of a basic digital case file capability within the PAO
- Support of felony case e-filing into Superior Court, reducing document scanning requirements
- Development of a basic digital booking packet in DAJD
- When applicable and appropriate, digital archiving of documents in the county’s enterprise record management system

1.7.4 Technology Infrastructure Benefits and Other Impacts

This project will allow for the ability to integrate with the County’s record management system and enable compliance with the new records management infrastructure for PAO and OPD eliminating paper archiving.

1.7.5 Cost Benefit Analysis

Please see the attached cost benefit analysis spreadsheet. The following assumptions were made:

- Project SharePoint subscription to begin in 2010 when PAO is tentatively schedule to be accessing SharePoint.
- DAJD will already be on SharePoint by January 2011 so no project cost involved.
- Training cost is included in salaries, wages & benefits.

1.8 Benefit Realization Measurements

Measurement techniques may include a time and motion study, a direct observation, or analysis of computer date/time stamps. The project will be measuring the following processes:

- Case file creation by PAO
- Creation of the “Discovery Packet” by PAO
- OPD’s operations for managing and disseminating discovery to their contracting agencies
- Creation and handoff of case and investigation documents to DAJD by KCSO
- Creation and management of the “Booking Packet” by DAJD
- DJA’s case creation process during initiation of case filing by PAO

1.9 Project Governance

This project will be governed by the PRB. Additionally, project oversight will be provided by both the OIRM Project Management Office (for project management), and the LSJ Steering Committee (for business and operational management).

1.10 Project Management

OIRM will staff one TLT project manager for the duration of the project.

1.11 Project Staffing

The project team will consist of the following resources:

- Project Manager
- 2 Application Developers
- 1 PAO Analyst
- 1 DJA/OPD/Law Enforcement/DAJD/District Court Analyst (from operations)



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1.12 Architecture and Interoperability

Criminal justice operations within the King County government, within the King County region, and across the country, are moving toward a paradigm in which documents are managed in a dual context:

- Documents remain the “container” or “structure” of how information about criminal justice events are presented – to the public, within a courtroom, and across operations.
- Documents are managed as digital records – they are “objects” comprised of “elements”, and in ideal situations never exist in paper form.

This project will move the LSJ agencies towards this new paradigm by leveraging existing County capabilities (i.e., ECR, SharePoint, Records Management, Secure FTP) without replacing existing document management systems.

1.12.1 Hardware/Network

No new hardware will be required.

1.12.2 Software/Integration/Database

SharePoint is the IT Re-Org established standard for document management and collaboration. As a result, this project will use SharePoint. Code development will be done within OIRM.

1.12.3 Internet/Security

This project will leverage the shared security infrastructure (Ingress) developed by OIRM’s Integration Service Center (ISC).

2.0 Cost Estimates Guidelines and Key Principles

2.1 Project Cost Estimates

In the LSJ Strategic Integration Plan from 2002, the estimated costs for performing the projects closely related to this effort totaled \$1.07 million. This effort as now planned would be different from that original estimated scope as follows:

- The original effort included the cost for procuring a basic EDMS solution. That is no longer in scope.
- The original effort assumed King County would require some level of consulting assistance in developing integration capabilities within the middleware environment. The county’s ISC operation is now mature, and such assistance will not be required.
- The original effort did not include the need to interact with regional partners. The scope now includes that requirement, and the development of associated interfaces.

Based on these changes, it is estimated that this effort will cost \$961,345 with 10% contingency.



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2.2 Project Guiding Principles

Based on the very preliminary analysis of this effort, the following are some of the guidelines and principles that will govern activity during the project:

- The project will primarily leverage the Integration Solution Center (ISC) structure and technology already procured and implemented by the LSJ-I Program.
- Where applicable, the project will leverage other pre-existing enterprise technology to fulfill various technical or business requirements (for example, email encryption and Secure FTP).
- Only if required in order to fulfill a functional requirement (for example, digital rights management), the county will assess additional commercial products.
- The project will use existing capabilities already built within the court ECR systems for the purpose of e-filing, with little or no enhancements required.
- Standards already established by the court ECR systems associated with document and exchange formats and standards will be put forward as the standards for this effort.

Summary - Form 1

Project Name IDX
Submittal Date Mar-09

Solution Alternative 1 - Recommended
Version 1 - Budget Submission

Input data in white cells only

Year	2008	2009	2010	2011	2012	2013	2014	TOTAL
Project Costs - Current Request	0	175,751	633,246	64,953	0	0	0	873,950
Contingency % (See Tab A)	10%	10%	10%	10%	10%	10%	10%	10.00%
Contingency \$	0	17,575	63,325	6,495	0	0	0	87,395
Project Costs - Prior Appropriations	0	0	0	0	0	0	0	0
Total Project Costs	0	193,326	696,571	71,448	0	0	0	961,345
Operating Costs	0	0	0	0	72,990	72,990	72,990	291,960
Total Cost Outflows	0	193,326	696,571	144,438	72,990	72,990	72,990	1,253,305
Benefits	0	0	0	140,400	140,430	140,460	140,490	561,780
Net Annual Cash Flow	0	(193,326)	(696,571)	(4,038)	67,440	67,470	67,500	(691,525)
Cumulative Cash Flow	0	(193,326)	(889,897)	(893,935)	(826,495)	(759,025)	(691,525)	
Net Present Value	0	(168,859)	(737,468)	(740,549)	(692,465)	(647,507)	(605,471)	
Identify Revenue Sources								
Project LSI-I Program 337108		193,326	696,571	71,448				961,345
Project								0
Project								0
Total Project Revenue	0	193,326	696,571	71,448	0	0	0	961,345
O&M								0

Cost of Capital	Breakeven - Non-Discounted	Per foot	Breakeven - Discounted (7 Yr)	NPV \$	IRR %
7.00%	No Payback	No Payback	(605,471)	(605,471)	NA

* - "Non-Discounted" represents breakeven period for cumulative cash flow (no consideration of time value of money)
 ** - "Discounted" considers effect of time value of money through incremental Net Present Value.
 *** - IRR% will display as #num if an error has occurred. Contact CIRM for help.

Note 1: The Cost of Capital (equivalent to the interest rate paid by the County to finance borrowing), can be updated if appropriate. Check with the budget office for information on the current cost of capital appropriate for this initiative.

Discounted Breakeven Determination

NPV Effect	Increment	NPV	FY
0	0	0	1
0	(158,859)	(158,859)	2
0	(737,468)	(896,327)	3
0	(740,549)	(1,636,876)	4
0	(692,465)	(2,329,341)	5
0	(647,507)	(2,976,848)	6
0	(605,471)	(3,582,319)	7

Non-Discounted Breakeven Determination

Cum. Net	FY
0	1
0	2
0	3
0	4
0	5
0	6
0	7

NOTE 2: The NPV effect and Cum. Net will turn to 1 in the year that breakeven occurs. Locate the breakeven years and enter in the Breakeven Period fields above after all detailed info has been entered.