King County

Department of Assessments

Mobile Devices Phase II

<Project # 377251 >

Benefit Realization Report

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Revision History

Version #	Revision Date	Revised by	Description
1.1	10/26/2010	Gary Tripp	Changed logo
1.2	4/15/2012	Karl Nygard	Updated and added detail

1.0 Value Received

Deployment of the application is offering several benefits. First, the tablet is dramatically less expensive than the hardware it is replacing. Second, with the combination of Wi-Fi and 3G/4G connectivity, it enables DOA staff to be more efficient and productive in the field. As we've been working on version 1 it has become clear that there are significant enhancements we could pursue in version 2. In addition DOA commercial deputy assessors have expressed a new interest in a tablet device now that they've seen its use developed for their residential colleagues. With the projected release later in 2012 of a compatible Microsoft Office Suite, the use of Word, Excel and PowerPoint (already KC standards) will make the device even more useful.

We see business opportunities both internally and externally. Continued development will allow us to more fully utilize the device in the field and take full advantage of its capabilities and extend its usefulness to our commercial staff. In addition, we are receiving inquiries from other jurisdiction around the state and the United States about how our application might be used in their area.

DOA's demand forecasting projects a significant increase (25%) in the number of real property tax accounts over the next 10 years – particularly the number of residential parcel accounts. This will have significant impacts on DOA's ability to perform the state mandated requirements of revaluing all real property in King County each year, and physically inspecting each real property once every six years. The County currently has approximately 680,000 parcels (640,000 residential) – requiring an annual inspection of approximately 105,000 residential parcels. In addition, DOA appraisers also physically inspect an additional 25,000 parcels each year for several other purposes, including: new construction identification, sales verification, destroyed property documentation, appeal analysis, and by taxpayer request.

A 25 % increase in residential parcels means that the appraisers will have 25% more work to do if all other variables stay constant, or it could mean adding 25% more staff. These are both unlikely and not even preferred outcomes. But the work MUST get done; a "service" level or quality reduction is not acceptable. Beyond state laws mandating annual value setting and periodic physical inspection, reducing quality to offset an increasing number of parcels is likely to result in a significant decline in the aggregate value of property in King County. This will result in a corresponding loss of property tax revenue and a surge in the cost of handling appeals.

DOA's proposed response to this increase in parcels incorporates multiple strategies. DOA's primary plan is a continuation and ramp-up of DOA's mobile strategy for residential appraisers. This includes:

- Phase II of the mobile tablet device application.

This strategy will be game changer for DOA, and hold the promise of significant future efficiency gains as we implement this and other dispersed operation strategies and learn more about their potential. Nonetheless, as we see it now, DOA estimates that efficiency in residential appraisers can be improved by an initial 6%. DOA believes these efficiencies can be banked starting in 1st quarter 2013, with quick implementation of the mobility strategy. There is even the possibility of getting a head start on implementation in 2012. The 6 % estimate is arrived at through two key assumptions:

- Full use of the new mobile device technology will result in an average efficiency gain of 30 minutes per field day per appraiser.
    - Assumption is that this efficiency is gained during the 75% of the time residential appraisers spend in the field.
    - Efficiencies are gained in a number of ways, including: iPAD syncs photographs taken of properties instead of appraisers manually performing this function; data gathered in the field is downloaded in real time from the field, without having to physically link the mobile device with the server in the office; iPAD battery has longer charge capacity, allowing appraisers to work a whole day on one charge without taking time out to charge.

This 6 % efficiency gain should allow DOA to meet the projected increase in residential parcel growth through 2017. DOA does not intend to rely *only* on these efficiencies over the next ten years, however. DOA also intends to continually find efficiencies in business practices, and we believe oblique aerial photography holds promise for additional efficiencies.

1.1 Metric description and collection method:

Thanks to further development of King County DOA's iRealProperty application DOA staff find they can spend much more time in the field, efficiently plan their route and order of tasks, stay connected to the office, access the data they need and communicate with their colleagues at the touch of an icon.

Now is the time to push onto Version 2 of iRealProperty. The next version of the application needs to pursue further enhancements and integration identified by DOA staff. We also want to look at deployment for commercial staff. We think the application could be particularly helpful in setting values on residential condos, which are presently handled by DOA's Commercial Division. In addition, future versions could be used for many of our taxpayer contact processes, including exemptions, personal property and others.

Goals/Objectives
The principal goal is to learn from iRealProperty v1, integrate useful feedback from staff following actual field use, implementing those improvements, and more fully take advantage of tablet capabilities.

Phase II Objectives include:

- Learning and building on experience with iRealProperty v1.
- Create the tools needed for commercial assessors to use the tablet, including:
    - Handling residential condos.
    - Using spreadsheets and other applications to handle general commercial property.
- Developing a level of use and connectivity that will eventually eliminate the need for most field staff to have a tablet device and a desktop computer.

KCIT, DOA, and our technology vendor have been working collaboratively on phase I due to go live in the Fall of 2012. Building upon this collaboration, we will be able to improve on the process and provide more mobile device services to our employees and ultimately the taxpayers.

Adopting this phase II strategy will provide greater employee flexibility in use, as well as assure we have a platform that will allow us to gather efficiencies to keep up the projected increase in parcel counts we expect to see in the near future.

The major metrics for this second phase are:

- Continue the KCIT, BOE and vendor collaboration already in place
- Validate Phase II Scope
- Approval of Scope
- Business Requirements gathering for Phase II
- Approval of Business Requirements
- Commence work with vendor and KCIT
- Document processes
- Test Phase II

- Validate interconnectivity
- Go Live

These metrics or project milestones for the second phase of the BOE On-line will be tracked by the project manager and reported to the steering group and stakeholders.

1.2 Transition plan:

The Chief Information Officer provided conditions for the funding of the Mobile Devices, Phase II to include:

- COND pre-design review to address any introductions of new technology
- COND as this app becomes more critical, a documented support model including requirements, business process models, source code control, and overall documentation becomes more critical for on-going support
- Document these areas
- COND code review and standards discussion prior to implementation

While the metrics and milestones listed above will be tracked, our continuing analysis will address the conditions, listed.

Department Director Signature: _____

1.3 Operational Efficiencies Benefit Measurements (as applicable)

Description	Metric	Baseline	Target	Actual	% Accomplished
Data Synchronization	*Time*	*3 hours a week*	*1 hour a week*		
Photo matching	*Time*	*8 hours a week*	*2 hours a week*		
GPS routing	*Time*	*4 hours a week*	*1 hour a week*		
Travel Time	*Time*	*8-10 hours weekly*	*5-6 hours a week*		

1.4 Annual Cost Savings Measurements (as applicable)

Description	Initial Projected Cost Savings/avoidance/revenue (from business case)	Updated Savings/ avoidance/ revenue	Actual Savings/ avoidance/ revenue	Explanation of Variance
Benefits	**2013 (-$75K to -$125K) 2014 ($75K - $125K)**	**2013 ($2.3M including revenue) 2014 ($357K to $714K including revenue)**	**TBD**	**Assumes a 6% efficiency in all related Parcel Administration Work.**
Revenue	**0**	**2013 – ($2.5M) 2014 – ($250K annual royalty, license fee)**	**TBD**	**Assumes a conservative revenue estimate based upon projections from third party interest, and estimated royalties, license fees, etc.**

1.5 Other Benefits:

Phase II deployment of iRealProperty[tm] will extend the power of the iPad to commercial and business personal property valuation. This will get us better data on condos and apartments, as well as more precise data on existing residential parcels. Better field data will tighten the accuracy of our values, while hopefully reducing the number of appeals because the data is more pertinent and better vetted.

In addition, iRealProperty[tm] should be able to be spun off to a revenue generating venture for King County.