King County

ABT PROGRAM

Accountable Business Transformation

ABT Program

Budget System Implementation Plan

July, 2008

Revision History

Version	Prepared by	Date	Reviewed by	Approved by	Note
Original Draft	Manny Ovena	July 1, 2008	Budget selection subcommittee, ABT Team	Manny Ovena	
v.1	Manny Ovena	July 15, 2008	ABT Team	Manny Ovena	Refinements from feedback on draft document
v.2	Manny Ovena	July 18, 2008	ABT Team	Manny Ovena	Added revised schedule and costs

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1. Executive Summary

1.1 Introduction

The Accountable Business Transformation (ABT) Program is a major step forward in bringing contemporary business practices to the county. This program will implement integrated, efficient and effective financial, human resource and budget business processes that will allow the county to gain greater efficiency in providing high quality, effective and valued service to our customers.

ABT will employ strategies that address people, processes and technology changes throughout the county to effectively utilize a selected suite of integrated applications: Oracle Financials (EBS), PeopleSoft HCM[1] and a countywide budget system. To accomplish this, the ABT Program segmented its body of work into five stages:

- Business Case – the county's justification for the ABT program - October 2006
- High Level Business Plan (HLBP) – developed the ABT Program scope - September 2007
- High Level Business Design (HLBD) –the high level business process requirements to be integrated with the targeted Oracle and PeopleSoft environments - February 2008
- A parallel activity conducted during the HLBD was the ABT Program's issuance of a Request for Proposal (RFP) for the selection of a budget system to be implemented countywide and consulting services for its implementation.
- Detailed Implementation Plan (DIP) and Cost/Benefits Update – this stage consists of two efforts:
    - The Detailed Implementation Plan refines the scope and plans for the implementation phase of the project
    - The Cost/Benefits update identifies the benefits associated with proposed ABT implementation activities.

  During this period, the ABT Program evaluated responses to a budget RFP released and selected a budget system and implementer.
- System configuration and migration – this implements the approved Detailed Implementation Plan presented in the previous stage.

The budget system selection process was initiated as a parallel effort during the Detailed Implementation Planning stage. The Detailed Implementation Plan and related documents focus mainly on the Oracle Financials and PeopleSoft HCM business processes and application systems. This document, Budget System Implementation Plan, is a supplemental document to the Detailed Implementation Plan; and focuses on:

- The budget system selection process,
- Process results, and
- Recommended actions for implementing a budget system countywide.

[1] Target systems approved by policy set by Motion 12024

1.2 Budget System Selection Process

A budget review committee[2] was established in October 2007, to meet the council budget policy direction provided to the ABT program to "standardize and streamline operating and capital budgeting by implementing a countywide public sector operating and capital budget system". The committee was charged to accomplish the following:

- Review, develop and document a countywide budget business process to be supported by a new budget system;
- Develop and implement a budget system evaluation process; and
- Evaluate budget system proposals received through a Request for Proposal (RFP) process and recommend to the ABT Program Manager:
    - A Budget system and implementer selection
    - A high level implementation schedule for the budget system

To meet these objectives, the budget review committee separated its work into two independent efforts:

- Development of a countywide budget business process, and
- Evaluation and selection recommendation of a budget system and implementer to the ABT Program Manager including a high level implementation schedule.

1.2.1 Development of a countywide budget business process

The budget business process review will be initiated as part of budget system implementation.

1.2.2 Evaluation and Selection

A subcommittee of the budget review committee was formed for the evaluation and selection process. The subcommittee, consisting of business, Office of Management and Budget, county council office and ABT Program representatives:

- Reviewed and evaluated budget system proposals received through the budget system RFP;
- Identified and invited the top three proposers to the county for system demonstrations and interviews;
- Viewed system demonstrations and interviewed the top three proposers; and
- Performed a site visit and conference calls to reference clients identified by the top three proposers.

[2] See Appendix A: Budget process review and system evaluation committee charter

1.2.2.1 RFP Proposals Review and Evaluation

The county received five responses to a January 2008 request for proposal (RFP) soliciting proposals for a budget system and consulting services to implement a countywide budget system.

Proposer	Proposed Software
AST	• Public Sector Budgeting (PSB) • Enterprise Planning and Budgeting (EPB)
CIP Planner	• CIPAce • Third-party software
Copperleaf	• Asset Investment Planning
Neubrain	• Cognos Enterprise Planning • Cognos Business Intelligence
Oracle	• Hyperion • Discretionary Capital Expenditure Blueprint (Cap Ex)

The responses were reviewed by the budget review subcommittee and a technical evaluation team to assess functional and technical aspects of the proposals.

1.2.2.2 Vendor Demonstrations and Interviews

Vendors receiving the top three scores, Neubrain, Oracle and AST Corporation, were invited in April 2008 to the county to demonstrate their budget system and to respond to a list of interview questions. The vendor demonstrations followed a prescribed script[3] developed by the evaluation subcommittee. The demonstrations and interviews identified key strengths and weaknesses of each proposal.

1.2.2.3 Vendor Reference Site visit and Conference Calls

Reference calls; a site visit; and conference calls were initiated to address questions identified during the written evaluations, vendor demonstrations and interviews. These activities resulted in only one of the three vendors being able to prove that its software was successfully implemented in a similar public sector site with similar business requirements. Neubrain's proposal of a Cognos budget system was validated by a site visit to Howard County, MD. AST and Oracle were not able to identify a public sector implementation that would meet King County's budget system requirements.

A remaining concern for a Cognos budget system was related to the county's ability to support Cognos' technology and its integration with the county's target ERP environment of Oracle financials and PeopleSoft HCM. A meeting with Cognos was

[3] See Appendix B: Vendor Demonstration Scripts – Budget System

conducted to discuss technology and integration requirements for the county. The meeting included participants from the evaluation subcommittee and members from the Office of Information Resource Management (OIRM), and resulted in a confirmation by OIRM that with training for specific Cognos products, Cognos can be supported in the county's current support environment. Additionally, Cognos responded to integration questions and identified their proposed solution for integration with county ERP and legacy systems. The proposed solution sufficiently addressed county concerns.

1.3. Budget System Selection Recommendation

The following chart shows the scores for the finalist proposers.

Finalist Vendor Proposers	Proposed Software
Neubrain LLC (#1) 637 Points Cost: $2.3 million	• Cognos Enterprise Planning • Cognos Business Intelligence
AST Corp (#2) 634 Points Cost: $1.7 million	• Public Sector Budgeting (PSB) • Enterprise Planning and Budgeting (EPB)
Oracle USA, Inc (#3) 554 Points Cost: $4.0 million	• Hyperion Planning • Discretionary Capital Expenditure Blueprint (Cap Ex)

The strengths of the Neubrain proposal for the Cognos system included:

- Cognos' is flexible and can be configured to meet county's operating and capital budget needs
- Cognos can best address county requirements for performance measurement, reporting and analytics.
- The county's evaluation team has seen Cognos' capital budget system working in a large county with departments with unique needs and has seen the configuration for its operating budget, which will go live next year.
- Neubrain specializes in budget systems for the public sector. As a result, Neubrain's project team consistently demonstrated an excellent understanding of public sector needs.
- Neubrain and Cognos, due to considerable work and installation in the public sector are able to draw from an extensive library of templates to build systems, processes and reports.

As a result of the evaluation process[4], the budget review subcommittee recommended

[4] See Appendix C: Evaluation Chronology and Scoring Summary

the selection of Neubrain and the Cognos system. The recommendation was presented to the larger evaluation committee and approved.

1.4 System Implementation Schedule Recommendation

A second objective of the evaluation subcommittee was to develop a recommendation as to when the budget system would be implemented. The implementation schedule evaluation had to consider two aspects related to scheduling:

- Whether to implement both the capital and operating budget functions in a single budget system deployment or instead separate capital and operating budgeting into different deployments and phase in functionality, and
- How to schedule the single or multiple budget deployments around the other ABT project initiatives, specifically the Oracle EBS financial system and the PeopleSoft Human Resource implementations. The schedule for these two projects are as follows:
    - September 2009 – Countywide implementation of PeopleSoft HR, Benefits, and Position Management
    - January 2011 – Countywide implementation of Oracle EBS financial system
    - Three payroll migrations from MSA to PeopleSoft bi-weekly are scheduled for January 2011, July 2011, and January 2012.

The Budget subcommittee considered two scheduling options:

- Option 1 – A single Budget implementation after PeopleSoft HCM and Oracle EBS - implement both operating and capital budget systems after the Oracle financials and PeopleSoft HCM systems are implemented countywide. The new system would be implemented March/April 2011 at the beginning of the 2012 budget development cycle.
- Option 2 – Multiple Budget implementations in parallel with Peoplesoft HCM and Oracle EBS - implement operating and capital budget systems in multiple deployments (phases) and in parallel with the Oracle financials and PeopleSoft HCM systems countywide implementation. The project would be in three phases:[5]
    - Budget business process review and development – by June 2009
    - Capital budget system implementation – April 2010
    - Operating budget system implementation – April 2011

  After evaluating information gathered from the review of proposals and discussions with the External Advisory Committee and other public agencies and implementation vendors the ABT Program recommended to the budget review subcommittee that the county implement the Cognos budget system using the phased approach of Option 2, implementing budget system functionality in parallel with the Oracle and PeopleSoft rollout schedule.

[5] See Table 1: Budget Systems Implementation Schedule, p. 22; and Appendix D: Budget Systems Project Plan and Schedule.

The recommendation was accepted by the budget review subcommittee through a majority vote.

1.5 Governance Review and Recommendation

The Budget Review Committee recommendations were presented to the ABT Management Team for review and approval.

Neubrain and Cognos selection

The ABT Management Team approved the committee's recommendation to select Neubrain's proposal to implement the Cognos budget system with Neubrain as the implementer. The ABT Program Manager was given direction to initiate contract negotiations with Neubrain. Contract negotiations are in process.

Phased Implementation of the Budget Systems

The ABT Management Team raised concern over the high risk inherent in the parallel implementation of three major systems, Oracle Financials, PeopleSoft HCM and Cognos Budget system. After due consideration, the ABT Management Team recommended that the Cognos Budget system be implemented after the full implementation of Oracle and PeopleSoft. The Team cited recommendations by the External Advisory Committee, Quality Assurance consultant and City of Portland to implement financial and human resources systems prior to implementing a budget system.

An alternative recommendation to implement the Cognos budget system after Oracle Financials and PeopleSoft HCM were fully implemented was reviewed and approved by the County Executive. This recommendation will be a part of the ABT Program Detailed Implementation Plan, Cost Benefit Update and Appropriation package to be presented to the ABT Advisory Committee and ABT Leadership Committee for transmittal to the King County Council for review and approval. A revised Budget System Implementation budget and schedule is presented in Appendix F.

2. Budget System Selection Process

The ABT High Level Business Plan (HLBP) completed in June 2007 included functional requirements for a countywide budget system that can be integrated with Oracle financials and PeopleSoft HCM. The next steps identified in the HLBP for the eventual implementation of a budget system were:

- Schedule Oracle to demonstrate the Public Sector Budgeting module currently owned by the county to budget subject matter experts to inform the budget system solicitation, evaluation and selection process.

- Develop a Request for Proposal (RFP) to solicit, evaluate and select a budget system and budget system implementer.
- Review current budget processes; evaluate alternative processes that are better aligned with best practices; and determine how county budget processes can migrate to best practices.

2.1 Public Sector Budgeting Demonstration

Oracle demonstrated the Public Sector Budgeting (PSB) module to county budget subject matter experts in August 2007. Following the demonstration, attendees were requested to provide comments on the demonstration and their assessment on how well the PSB module would meet the county's budgeting requirements.

The following summarizes feedback regarding the PSB module demonstration:

Weaknesses:

- Does not meet county budget system requirements
- Demonstration was limited.
- Lack of allocation functionality
- Lack of support for multiple year project based budgets

Valued Features:

- Excel Friendliness – ability to import and export to and from Excel
- Budget organization structure independent of other accounting structure
- Budget audit trail

This information validated the ABT Program direction to develop a request for proposal (RFP) to solicit, evaluate and select a budget system and budget system implementer.

2.2 RFP development, evaluation and selection

A budget review committee[6] was established in October 2007, and charged with the responsibility to evaluate and recommend the selection of a budget system and implementer to the ABT Program Manager including a high level implementation schedule.

2.2.2 Evaluation and Selection

A subcommittee of the budget review committee was formed for the evaluation and selection process. The subcommittee, consisting of two representatives for county departments, two representatives from the Office of Management and Budget, two representatives from the county council office and three representatives from the ABT Program:

- Reviewed and evaluated budget system proposals received through the budget system RFP;

[6] See Appendix A: Budget process review and system evaluation committee charter

- Identified and invited the top three proposers to the county for system demonstrations and interviews;
- Viewed system demonstrations and interviewed the top three proposers; and
- Performed a site visit and conference calls to reference clients identified by the top three proposers.

2.2.2.1 RFP Proposals Review and Evaluation

A request for proposal (RFP) was issued January 2008 to solicit proposals for a budget system and consulting services to implement the budget system countywide. In February 2008, the county received five responses to the RFP:

- Neubrain, proposing Cognos
- Oracle, proposing Hyperion
- AST Corporation, proposing Oracle's Public Sector Budgeting and Enterprise Planning and Budgeting
- Copperleaf Technologies, Inc, proposing Asset Investment Planning
- CIPPanner Corporation, proposing CIPAceTM

The budget review subcommittee reviewed the five written responses to the budget system request for proposal. A technical evaluation team was asked to review the technical aspects of the vendor proposals. The responses were reviewed with the following criteria:

- Budget system technical proposal – how does the proposal fit the county's technical environment?
- Budget System Requirements Matrix – how does the proposal address the functional requirements identified in the RFP?
- Quality of the Implementation Plan
- Quality of Training proposal
- Quality of maintenance and support proposal
- Response to essay questions
- Proposal's executive summary
- Proposer's general background
- Proposer's Qualifications and References
- Project Management approach and proposed project team

Based on an evaluation of the written responses, Neubrain, Oracle and AST Corporation received the top three scores from evaluation groups and were invited to the county for system demonstrations and interviews.

2.2.2.2 Vendor Demonstrations and Interviews

Vendors with the top three scores were invited to the county to demonstrate their budget system and to respond to a list of interview questions. The vendors were asked to follow a prescribed script[7] developed by the evaluation subcommittee. The demonstrations and interviews occurred in April 2008 and resulted in the following findings:

- AST's budget system proposal involved two products, Public Sector Budgeting (PSB) and Enterprise Planning and Budgeting (EPB). During the demonstration, AST announced that the Enterprise Planning and Budgeting module would no longer be supported by Oracle and therefore, proposed custom programming alternatives, Oracle's Project Management suite and another product called Score Card.
- Neubrain's Cognos budget system proposal appeared to meet county requirements for both operating and capital budgeting. A concern raised was that Neubrain appeared to be a small consulting group specializing in performance budgeting.
- Oracle's Hyperion budget system proposal included a system, Discretionary Capital Expenditure Blueprint (CapEx) to meet the capital budgeting requirements of the request for proposal. Upon demonstration of the product, the evaluation subcommittee concluded that CapEx was a capital asset management system and not a capital budgeting system. In discussing this with Oracle, Oracle offered to develop a capital budgeting system using Hyperion.
- A separate technology evaluation team raised concern over the technology requirements for Cognos and Hyperion, although there was less concern for Hyperion in that it has been newly acquired by Oracle and had a future roadmap was to integrate with other Oracle products. The team noted that the PSB product proposed by AST is currently integrated into the Oracle financial suite.

2.2.2.3 Vendor Reference Site visit and Conference Calls

To address questions identified during the written evaluations, vendor demonstrations and interviews, the subcommittee conducted reference calls to Neubrain, Oracle and AST reference sites; a site visit to Neubrain's reference site; and conference calls to both Neubrain and Oracle references.

Reference Calls

Reference calls to Neubrain, Oracle and AST clients were conducted to determine whether a site visit to the reference site would help resolve concerns raised during the written evaluations, demonstrations and interviews.

AST Corporation:

Calls to AST reference sites identified that none of the sites ran the software configuration proposed by AST during the demonstration. Upon further discussions with

[7] See Appendix B: Vendor Demonstration Scripts – Budget System

AST, it was determined that AST's revised proposal had not been fully implemented in a public sector site similar to the county and could not be viewed in a production environment.

Neubrain:

Reference calls to Neubrain's reference site, Howard County, MD., identified that the systems demonstrated to the evaluation subcommittee were operating at Howard County. The Capital Budget system was fully implemented and the Operating Budget system was completed and would be implemented in 2008. The subcommittee decided to send a five member team to visit Howard County to view their budget systems and meet with the county project team.

Oracle:

Reference calls to Oracle reference sites identified that none of the sites ran the software configuration proposed by Oracle during the demonstration. Upon further discussion with Oracle, the evaluation subcommittee agreed to conduct conference calls with potential sites Oracle identified as using a Hyperion based budget system.

Site Visit

A five member team consisting of two business representatives, two council staff members and an ABT program member, conducted a site visit to Howard County to view their capital and operating budget systems. The team interviewed the county staff that worked with Neubrain in the configuration of the systems to meet their needs. The Howard County system demonstrations and interviews eased the evaluation team's concerns related to Cognos technology and Neubrain as an implementer.

The county project team consisted of a budget lead for the capital budget system and a budget lead for the operating budget system working with one to two Neubrain consultants. The leads indicated that they did most of the configurations needed to build the budget systems. Neubrain provided the technical services needed to install and implement the system servers used for the project; and was responsible for developing interfaces with the county's finance and human resources/payroll systems. The Howard County staff indicated that the Cognos development tools were not overly complex. The site visit team was not able to interview Howard County technical staff regarding Cognos' technology requirements. A phone interview with Howard County technical staff was conducted at a later date.

Discussions with Howard County project members and the Neubrain project manager revealed a close and congenial working relationship between Howard County and Neubrain. The county staff felt that Neubrain consultants brought business and technical expertise to the project enabling a successful system implementation. The Howard County team highly recommended Neubrain.

As part of the site visit, the evaluation team attended a Cognos Government Forum to view how other public sector clients use Cognos and to interview another Neubrain client affiliated with the USAF. Unfortunately the USAF contact was called away prior to an interview. A follow-up call was conducted to interview this client.

Conference Calls

The evaluation subcommittee conducted several conference calls. In the case of Oracle, the conference calls were to determine whether a reference site had a Hyperion budget system implementation that matched county requirements enough to warrant a site visit, and in the case of Neubrain, the conference calls were follow-up interviews of Howard County staff and other references missed during the Howard County site visit.

Oracle:

In light of King County's current installed base of Oracle financials, PeopleSoft Human Resource/Payroll and Essbase budget systems – all Oracle products, the evaluation subcommittee wanted to fully evaluate Oracle's Hyperion budget system's ability to meet the county's capital and operating budget systems requirements. Consequently, the subcommittee interviewed three Oracle clients, a public sector client, the University of California at Los Angeles (UCLA), and two private sector clients, Lockheed – Martin and Univar.

The subcommittee's interview with a UCLA representative confirmed the subcommittee's assessment that the Hyperion product has limited presence in the public sector and that UCLA's use of the product did not address the county's budget functional requirements. Further conference calls with the two private sector clients identified that Lockheed – Martin's Hyperion application was more of a contract management system, and that Univar's system, although an operating budget system, was used to consolidate budget requests and did not reflect the multiple layers of budget development and approvals required by the county.

Neubrain:

The subcommittee conducted two follow-up conference calls related to Neubrain's proposal. The group contacted a USAF client for whom Neubrain developed a worldwide personnel budgeting system; and Howard County's Chief Information Officer (CIO) and budget system technical support staff.

The conference call with the USAF client confirmed Neubrain's capability to implement large budget system efforts. The client noted that Neubrain designed technical interfaces needed from the USAF finance and human resources/payroll systems; and was responsible for ensuring that periodic files from these systems were properly imported into the budget system. The client observed that this was a big challenge to the project in that assistance and support of large separate USAF departments were needed and required collaboration over multiple layers of bureaucracy.

The evaluation subcommittee's discussion with the Howard County CIO and technical staff provided insight on the technology requirements for Cognos. Howard County' current technical support of the Cognos budget system consists of .5 FTE for systems support and .5 FTE for programming and report writing. Although Howard County is half the size of King County, the information provided a useful benchmark to assess support requirements for a King County Cognos budget system.

2.2.3 Budget System Selection Recommendation

Budget System selection was accomplished through two votes: a preliminary vote

following completion of conference calls to vendors' clients, and a formal vote following the final review of the top three vendors and their scores. In both cases, the majority vote was for Neubrain and Cognos.

The preliminary vote raised concern regarding the county's ability to support Cognos' technology and its integration with the target ERP environment of Oracle financials and PeopleSoft HCM. As a result, a follow-up session with Cognos was scheduled to discuss Cognos' technology and integration with Oracle and PeopleSoft.

A meeting with Cognos to discuss technology and integration requirements for the county included participants from the evaluation subcommittee and members from the Office of Information Resource Management (OIRM). The meeting resulted in a confirmation by OIRM that with training for specific Cognos products, Cognos can be supported in the county's current support environment. Additionally, Cognos responded to integration questions and identified their proposed solution for integration with county ERP and legacy systems. The proposed solution appeared acceptable to the evaluation subcommittee and OIRM participants.

Recommendation[8]

Completing the follow-up session, the evaluation subcommittee finalized its scoring of the top three vendors and recommended the selection of Neubrain and the Cognos system. The final scores for the top three vendors were:

[8] See Appendix C: Evaluation Chronology and Scoring Summary

Finalist Vendor Proposers	Proposed Software
Neubrain LLC (#1) 637 Points Cost: $2.3 million	• Cognos Enterprise Planning • Cognos Business Intelligence
AST Corp (#2) 634 Points Cost: $1.7 million	• Public Sector Budgeting (PSB) • Enterprise Planning and Budgeting (EPB)
Oracle USA, Inc (#3) 554 Points Cost: $4.0 million	• Hyperion Planning • Discretionary Capital Expenditure Blueprint (Cap Ex)

Neubrain's proposal scored the highest because of the range of functionality offered and a proven successfully public sector implementation validating that the proposal could deliver on the county's budget requirements. The strengths of the Neubrain proposal for the Cognos system included:

- Cognos' is flexible and can be configured to meet county's operating and capital budget needs
- Cognos can best address county requirements for performance measurement, reporting and analytics.
- The county's evaluation team has seen Cognos' capital budget system working in a large county with departments with unique needs and has seen the configuration for its operating budget, which will go live next year.
- Neubrain specializes in budget systems for the public sector. As a result, Neubrain's project team consistently demonstrated an excellent understanding of public sector needs.
- Neubrain, because of their prior public sector work and installations, can draw from an in-house library of templates to build systems, processes and reports.

The recommendation was presented to the larger evaluation committee and the ABT Management Team and approved.

The ABT Program is currently in the process of negotiating a contract and scope of work with Neubrain.

2.2.4 System Implementation Schedule Recommendation

A second objective of the evaluation subcommittee was to develop a recommendation as to when the budget system would be implemented. The implementation schedule

evaluation had to consider two aspects related to scheduling:

- Whether to implement both the capital and operating budget functions in a single budget system deployment or instead separate capital and operating budgeting into different deployments and phase in functionality, and
- How to schedule the single or multiple budget deployments around the other ABT project initiatives, specifically the Oracle EBS financial system and the PeopleSoft Human Resource implementations. The schedule for these two projects are as follows:
    - September 2009 – Countywide implementation of PeopleSoft HR, Benefits, and Position Management
    - January 2011 – Countywide implementation of Oracle EBS financial system
    - Three payroll migrations from MSA to PeopleSoft bi-weekly are scheduled for January 2011, July 2011, and January 2012.

Two options were evaluated by the Budget subcommittee:

- Option 1 – Single Budget implementation after PeopleSoft HCM and Oracle EBS - implement both operating and capital budget systems after the Oracle financials and PeopleSoft HCM systems are implemented countywide. The new system would be implemented March/April 2011 at the beginning of the 2012 budget development cycle.
- Option 2 – Multiple Budget implementations in parallel with Peoplesoft HCM and Oracle EBS - implement operating and capital budget systems in multiple deployments (phases) and in parallel with the Oracle financials and PeopleSoft HCM systems countywide implementation.

The ABT Program's strategy for evaluating the two alternative approaches was to leverage experiences gained by other public agencies and vendors implementing budget systems; and to explore the key activities of a budget system implementation effort.

The ABT Program discussed budget implementation approaches with the ABT External Advisory Committee consisting of non-county technology executives from the private and public sectors; and public agencies and vendors that have implemented an enterprise wide budget system. Additionally, vendors responding to the Budget system RFP were requested to provide single and phased alternatives for implementing the budget system and identify the strengths and weaknesses of each approach.

Option 1 vs. Option 2

In discussing the two implementation approaches with the External Advisory Committee, the group raised concern over the magnitude of the ABT Program scope. The committee members felt that implementing a budget system along with an Oracle and PeopleSoft implementation presents a high level of risk. The risks include the

added complexity of data conversions and integration, requiring different cross-walks and conversion rules for data and integration needed between the budget system and legacy or new financial and HR systems. The committee advised that a budget system should be implemented after the countywide implementation of Oracle and PeopleSoft. Discussions with the city of Portland which recently implemented a citywide budget system advised that stable finance and human resource/payroll systems are important prior to implementing a budget system.

Review of the budget system RFP responses identified different views of budget system implementation. Of the five respondents, two vendors recommended a phased implementation while one recommended a single implementation for capital and operating budget systems. The remaining two vendors offered implementation plans for both options, but did not recommend one over the other. The selected vendor, Neubrain recommended a phased implementation. Neubrain's rationale for the recommendation is that a phase approach will help achieve business benefits quickly and reduce implementation risks. The evaluation subcommittee's site visit to Neubrain's reference site, Howard County, and conference call to another client, USAF, corroborated Neubrain's assertion. In each case, the phasing of functionality resulted in the delivery of working budget system models within a five to six month period.

A review of the Howard County implementation identified the development of a budget system to be a more streamlined approach than that of an ERP implementation. Howard County's team consisted mainly of a functional lead and one to two Neubrain consultants for each budget system (operating and capital). The Howard County functional leads once trained in the Cognos tools worked with users to develop system specifications and configure the budget systems using Cognos end user tools. Neubrain provided consulting services for interfacing the systems to Howard County's finance and human resource/payroll systems and for systems support. The project was less complex than a finance or human resources/ payroll implementation project with fewer modules to configure, fewer number of business processes to optimize and requiring less staff to implement.

Neubrain's proposal to King County is similar in that it identifies a consulting team of four Cognos consultants over a period of twelve months. The county team will consist of a Project Manager, a technical analyst and two teams of a functional lead and functional analyst for the capital and operating budget system, respectively. These teams will be supplemented by county budget system users during business requirements gathering and the user acceptance testing process; and by technical staff to support system technology.

Recommendation

In light of the information gained from the review of proposals and discussions with the External Advisory Committee, other public agencies and implementation vendors, the ABT Program recommended to the budget review subcommittee that the county

implement the Cognos budget system with a phased approach, implementing budget system functionality in parallel with the Oracle and PeopleSoft rollout schedule. The project would be in three phases:[9]

- Budget business process review and development
- Capital budget system implementation
- Operating budget system implementation

The recommendation was accepted by the budget review subcommittee based on a 7 – 2 vote. The following comments were made by the subcommittee and ABT QA consultant in regards to the recommendation to implement the Cognos budget system with a phased approach:

- The two business representatives agreed with the recommendation. They stated that waiting for a budget system until after the Oracle and PeopleSoft systems were fully implemented by January 2012 was too long a wait, and that a phased approach would help meet the critical need of common budget systems sooner and provide benefits to the businesses in a more timely manner. The business representatives concluded that Neubrain's approach to the development of a budget system reduced costs and risks by using a small development and implementation team. The Howard County and USAF implementations corroborated this opinion.
- The council staff members agreed with the business representatives' assessment and added that a capital budget system was a high priority for the council. A delivery date of January 2012 for a budget system would not meet the council's needs.
- The Office of Management and Budget representatives voted against the phased implementation, noting there was substantial risk in phasing the implementation of the budget system. A list of questions and concerns was provided to the ABT Program Manager for review and response. [10]
- The ABT Quality Assurance consultant recommended to the ABT Management Team that the ABT Program develop a Risk Analysis of the recommendation.[11]

2.3 Countywide budget business process

The ABT program's strategy to develop a countywide budget business process was to retain a consultant that would facilitate business process development work sessions with the budget review committee and county budget subject matter experts. A statement of work was issued to vendors listed on the county's Information Technology consulting services roster, and to a county list of recruiting services in late 2007 and early 2008. However, the ABT program manager was unable to find a resource that met the county's requirements and this effort was suspended in order to focus on the budget system and budget system implementer

[9] See Table 1: Budget Systems Implementation Schedule, p. 22; and Appendix D: Budget Systems Project Plan an Schedule
[10] See Appendix E: Response to OMB Concerns on Budget Systems Phasing
[11] See Table 6: Budget Systems Risk Assessment, p. 28.

evaluation and selection process. The budget business process review will be a part of the budget system implementation plan.

3. Implementation Project Plan and Schedule

The ABT Program schedule for a proposed phased implementation of the county capital and budget systems is presented in Table 1: Budget Systems Implementation Schedule. The project will be three phases:

- Budget business process review and development
- Capital budget system implementation
- Operating budget system implementation

3.1 Budget business process review and development

A business process review and development will be initiated as the first phase of the budget systems project. The budget business process review and development process will begin January 2009 and will be completed June 2009. This phase will review current county budget business processes, evaluate best practices identified through discussions with peers, consultants and other information groups, and develop a common budget business process countywide for capital and operating budgeting. This phase will work with ABT's Oracle Financial and PeopleSoft HCM systems project teams to evaluate the business interface requirements for the budget system. The results will be business process requirements for countywide capital and operating budget systems.

3.2 Capital budget system implementation

The Capital budget system development effort will be initiated after business process review. The capital budget system is scheduled for development beginning in July 2009 with implementation in April 2010 to support development of the 2011 capital budget. This effort will work in parallel with the Oracle Financials and PeopleSoft HCM implementations and will share a new chart of accounts with the financial system and organizational structure with the human resources/payroll and benefits system. The capital budgeting system will be developed to interface with the new Oracle and PeopleSoft systems; however, there may be a need to have file transfer capabilities with legacy finance and human resources systems. To minimize the need for complex and costly interfaces; the capital budget system will rely mainly on batch file transfer interfaces when needed. The capital budgeting system will include key CIP reports and some performance management functionality required by county businesses and oversight agencies.

3.3 Operating budget system implementation

The operating budget system development effort will begin prior to the implementation of the capital budget system. The development effort will begin in October 2009 and completed in June 2010. However, the system will not be rolled out for full implementation until April 2011 to support development of the 2012 operating budget. The delay between June 2010 and April 2011 will assist in the thorough testing of the system in light of the Oracle Financials implementation in January 2011, support of the capital budget system, and development of budget and performance management reports for both capital and operating. The remaining period from June 2011 to December 2011, is dedicated to the support of the budget systems and the enhancement of interfaces, functionality and performance management reporting.

3.4 Implementation Plan and Schedule

Table 1 is a high level view of the implementation plan and schedule. A more detailed plan is presented in Appendix D: Budget Systems Project Plan and Schedule.

ID	Task Name	Duration	Start	Finish
1	**King County Project**	**780 days**	**Mon 1/5/09**	**Fri 12/30/11**
2	Project Kickoff	1 day	Mon 1/5/09	Mon 1/5/09
3	Business Process Review	120 days	Tue 1/6/09	Mon 6/22/09
4	**Capital Budget Development**	**221 days**	**Tue 6/23/09**	**Tue 4/27/10**
5	**1 Planning, requirements review and analysis**	**16 days**	**Tue 6/23/09**	**Tue 7/14/09**
15	**2 Design and develop Budget models**	**55 days**	**Mon 7/13/09**	**Fri 9/25/09**
49	**3 Budget model testing, training and deployment**	**30 days**	**Mon 9/14/09**	**Fri 10/23/09**
57	**4 Report Development**	**79 days**	**Thu 10/1/09**	**Tue 1/19/10**
74	**5 Deployment**	**5 days**	**Wed 3/31/10**	**Tue 4/6/10**
77	**6 Launch & production support**	**20 days**	**Wed 3/31/10**	**Tue 4/27/10**
81	**Operating Budget Development**	**391 days**	**Mon 10/26/09**	**Mon 4/25/11**
82	**1 Planning, requirements review and analysis**	**17 days**	**Mon 10/26/09**	**Tue 11/17/09**
93	**2 Design and develop Budget models**	**82 days**	**Mon 11/16/09**	**Tue 3/9/10**
127	**3 Budget model testing, training and deployment**	**33 days**	**Tue 2/9/10**	**Thu 3/25/10**
137	**4 Report Development**	**79 days**	**Tue 3/9/10**	**Fri 6/25/10**
169	**5 Deployment**	**5 days**	**Tue 3/29/11**	**Mon 4/4/11**
172	**6 Launch & production support**	**20 days**	**Tue 3/29/11**	**Mon 4/25/11**
176	Performance Management Reporting	179 days	Tue 4/26/11	Fri 12/30/11

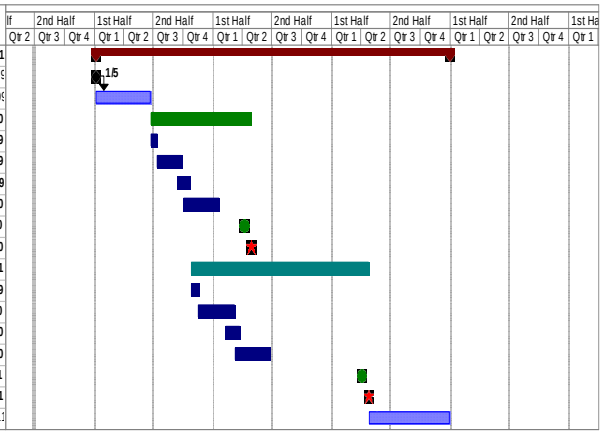


Table 1: Budget Systems Implementation Schedule

4. Project Resources

Project Resources are identified in Table 2. The Neubrain project team will consist of a project manager and four consultants for a staffing of .16 to 1.5 FTEs over three years. The King County project team will consist of a project manager, 2 functional leads, 2 functional analysts and a technical analyst for a staffing of 5.42 to 7.0 FTEs over three years.

	FTEs	Year 1	FTEs	Year 2	FTEs	Year 3	Total FTEs	Total
Budget Business Review								
Neubrain Consultant	0.20	89,760					**0.20**	89,760
KC Project Manager	0.42	58,310					**0.42**	58,310
KC Project Administrator	0.42	58,310					**0.42**	58,310
KC Functional Lead Capital)	0.42	58,310					**0.42**	58,310
KC Functional Lead (Operating)	0.42	58,310					**0.42**	58,310
Total Budget Review	**1.87**	323,000	**0.00**	0	**0.00**	0	**1.87**	323,000
Capital Budget								
Neubrain Project Manager	0.02	8,800	0.02	7,040			**0.04**	15,840
Neubrain Consutant 1	0.36	158,400	0.06	26,400			**0.42**	184,800
Neubrain Consultant 2	0.31	124,800					**0.31**	124,800
Neubrain Consultant 3	0.22	86,400	0.13	52,800			**0.35**	139,200
KC Project Manager	0.29	40,810	0.50	70,000	0.50	70,000	**1.29**	180,810
KC Project Administrator	0.29	40,810	0.50	70,000	0.50	70,000	**1.29**	180,810
KC Functional Lead	0.58	81,690	1.00	140,000	1.00	140,000	**2.58**	361,690
KC Functional Analyst	0.58	81,690	1.00	140,000	1.00	140,000	**2.58**	361,690
KC Technical Analyst	0.46	65,107	0.50	71,000	0.50	71,000	**1.46**	207,107
Total Capital Budget	**3.12**	688,507	**3.71**	577,240	**3.50**	491,000	**10.32**	1,756,747
Operating Budget								
Neubrain Project Manager	0.01	5,280	0.01	3,520	0.02	7,040	**0.04**	15,840
Neubrain Consutant 1	0.20	86,240	0.24	105,600			**0.44**	191,840
Neubrain Consultant 2	0.20	78,400	0.22	89,600	0.06	24,000	**0.48**	192,000
Neubrain Consultant 3			0.28	110,400	0.02	8,000	**0.30**	118,400
Neubrain Consultant 4			0.30	120,000	0.06	24,000	**0.36**	144,000
Neubrain Training Resource			0.08	117,600			**0.08**	117,600
KC Project Manager	0.29	40,810	0.50	70,000	0.50	70,000	**1.29**	180,810
KC Project Administrator	0.29	40,810	0.50	70,000	0.50	70,000	**1.29**	180,810
KC Functional Lead	0.58	81,690	1.00	140,000	1.00	140,000	**2.58**	361,690
KC Functional Analyst	0.25	35,000	1.00	140,000	1.00	140,000	**2.25**	315,000
KC Technical Analyst	0.13	17,750	0.50	71,000	0.50	71,000	**1.13**	159,750
Total Operating Budget	**1.54**	385,980	**3.50**	1,037,720	**3.50**	554,040	**8.54**	1,977,740
TOTAL NEUBRAIN TEAM	**1.52**	638,080	**1.34**	632,960	**0.16**	63,040	**3.01**	1,334,080
Total KING COUNTY TEAM	**5.42**	759,407	**7.00**	982,000	**7.00**	982,000	**19.42**	2,723,407
Total Budget System Project	**6.93**	1,397,487	**8.34**	1,614,960	**7.16**	1,045,040	**22.43**	4,057,487

Table 2: Budget Systems Implementation Project Resources

5. Budget Systems Budget Plan

The estimated budget for the Budget Systems Project is $4.8M over three years. With contingencies of 30%, 25% and 20%, the total budget estimates over three years are $6.3M, $6.0M, and $5.8M, respectively.

	2009	2010	2011	Total
Budget System				
Consulting	638,080	632,960	63,040	1,334,080
Project Team	759,407	982,000	982,000	2,723,407
PMO	80,000	80,000	80,000	240,000
Software Licenses [1]	53,178	0	0	53,178
Software Maintenance	0	119,500	119,500	239,000
Hardware/Licenses	150,335	0	0	150,335
OCM/Training/Communications		40,000	40,000	80,000
Facilities	8,000	8,000	8,000	24,000
Total Project Budget	1,689,000	1,862,460	1,292,540	4,844,000
contingency 30%	506,700	558,738	387,762	1,453,200
TOTAL @ 30% Cont.	2,195,699	2,421,198	1,680,302	6,297,199
contingency 25%	422,250	465,615	323,135	1,211,000
TOTAL @ 25% Cont.	2,111,249	2,328,075	1,615,675	6,054,999
contingency 20%	337,800	372,492	258,508	968,800
TOTAL @ 20% Cont.	2,026,799	2,234,952	1,551,048	5,812,799

[1] Software costs are $650,678
$597,500 + Tax. $597,500 is in the 2008 ABT Program budget

Table 3: Implementation Costs Yrs. 1 to 3

6. Risk Analysis

The following were identified as risks associated with the Budget Systems Project:

- Selection of Neubrain as an implementer
- Selection of Cognos as the budget system
- Phased implementation of the budget systems in parallel with Oracle and PeopleSoft migration schedule

These risks and related risks are identified in Table 6: Budget Systems Risk Assessment. Table 6 is a listing of identified risks, an assessment of severity of risk, probability of occurrence without mitigation, combined risk score, actions completed to mitigate risks, revised combined risk score and future mitigation strategies.

7. Governance Review and Recommendation

The Budget Review Committee recommendations were presented to the ABT Management Team for review and approval.

Neubrain and Cognos selection

The ABT Management Team approved the committee's recommendation to select Neubrain's proposal to implement the Cognos budget system with Neubrain as the implementer. The ABT Program Manager was given direction to initiate contract negotiations with Neubrain. Contract negotiations are in process.

Phased Implementation of the Budget Systems

The ABT Management Team raised concern over the high risk inherent in the parallel implementation of three major systems, Oracle Financials, PeopleSoft HCM and Cognos Budget system. After due consideration, the ABT Management Team recommended that the Cognos Budget system be implemented after the full implementation of Oracle and PeopleSoft. The Team cited recommendations by the External Advisory Committee, Quality Assurance consultant and City of Portland to implement financial and human resources systems prior to implementing a budget system.

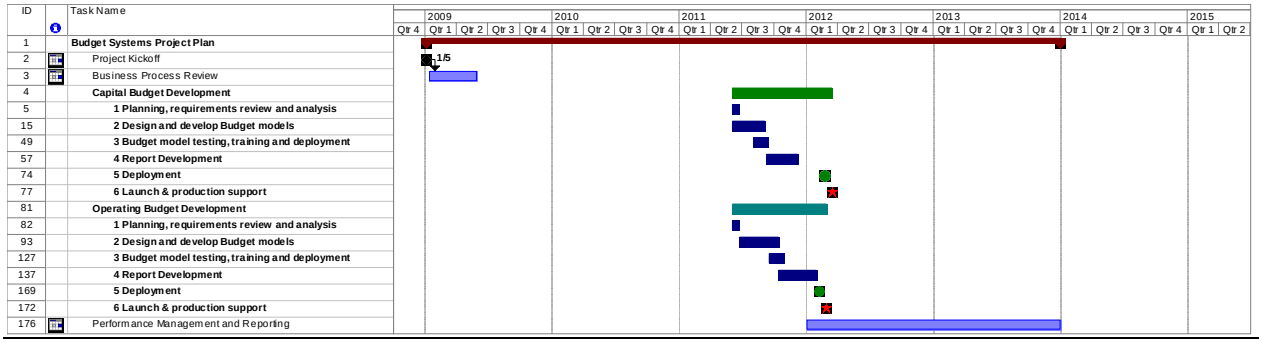
After consideration of the Budget Review Committee's recommendation, the ABT Management Team's recommendation and the advice of the External Advisory Committee and the Quality Assurance consultant, the Executive Sponsor, Ron Sims recommends implementation of the Cognos budget system after Oracle Financials and PeopleSoft HCM are fully implemented. The cost for the budget system process redesign and system implementation is included in the Executive's proposed ABT budget. The implementation schedule recommendation for the budget system is included in the ABT Program Detailed Implementation Plan, Cost Benefit Update and Appropriation package to be presented to the ABT Advisory Committee and ABT Leadership Committee prior to transmittal to the King County Council for their consideration. A revised Budget System Implementation budget and schedule is presented below.

7.1 Revised Implementation Plan and Schedule

The revised implementation plan starts with a Budget Business Process Review to be conducted early in 2009 with an expected completion date of June, 2009. The review will define the new business processes for both Capital and Operational budget development and maintenance. This early review provides for alignment of the new budget business process design with the business process designs for the new Oracle Financial and PeopleSoft HCM systems and identifies the future integration needed between the three systems. It also sets the stage for the technical design of the new budget system. Implementation of the new budget system will occur in April, 2012 at the start of the 2013 budget development cycle. In December 2012, the budget system project will implement performance management and reporting.

Table 4 is a high level view of the revised implementation plan and schedule. A more detailed plan is presented in Appendix F: Revised Budget Systems Project Plan and Schedule.

Table 4: Revised Budget Systems Implementation Schedule



7.2 Revised Implementation Plan Costs

The estimated budget for the revised implementation plan for the Budget Systems Project is $4.8M over five years as shown in Table 5 below. With contingencies of 30%, 25% and 20%, the total budget estimates over five years are $6.3M, $6.0M, and $5.8M, respectively.

Table 5: Revised Implementation Schedule - Costs Yrs. 1 to 5

	2009	2010	2011	2012	2013	Total
Budget System						
Consulting	89,760	117,600	585,440	19,360	19,360	831,520
Project Team	233,240	0	572,786	562,000	398,690	1,766,716
PMO	99,539	84,153	56,309	39,832	30,147	309,979
Software Licenses[(1)]	597,500	200,000	0	0	0	797,500
Software Maintenance	119,500	163,500	163,500	188,025	188,025	822,550
Hardware/Licenses	516,000	36,315	36,315	41,762	41,762	672,154
OCM/Training/Communications	20,000	40,000	40,000	44,569	46,797	191,366
Facilities	8,000	8,000	8,000	8,000	8,000	40,000
From 2008 Budget	(597,500)	0	0			(597,500)
Total Project Budget	1,086,039	649,568	1,462,350	903,548	732,781	4,834,285
30% Contingency	325,812	194,870	438,705	271,064	219,834	1,450,285
Total with 30% contingency	1,411,850	844,438	1,901,055	1,174,612	952,615	6,284,570
25% Contingency	271,510	162,392	365,587	225,887	183,195	1,208,571
Total with 25% contingency	1,357,548	811,960	1,827,937	1,129,435	915,976	6,042,856
20% Contingency	217,208	129,914	292,470	180,710	146,556	966,857
Total with 20% contingency	1,303,246	779,481	1,754,820	1,084,258	879,337	5,801,142

[(1)] Software costs are $597,500 + Tax. $597,500 is in the 2008 ABT Program budget

Table 6: Budget Systems Risk Assessment

Severity of Risk. Scores are 1 to 3. 1 = low 2 = medium 3 = high
Probability of occurrence without mitigation. Scores are 1 to 3. 1 = low 2 = medium 3 = high
Combined Risk (Severity x Probability) Green = 1 - 3, Yellow = 4 - 6, Red = 7 - 9

Description of Risk	Severity	Probability	Combined Risk	Actions to Date	Revised Probability	Revised Combined Risk	Future Actions
Vendor and System Selection							
Neubrain appears to be a small consulting group specializing in performance budgeting. Neubrain may not have enough staff resources to successfully implement a capital and operating budget system for King County.	3	2	6 Yellow	- Evaluation subcommittee performed site visits and interviewed key Howard County staff and USAF client to assess Neubrain's ability to deliver. - Cognos was interviewed to identify mitigation strategies if Neubrain does not deliver. - Cognos has expressed a willingness to provide support to Neubrain and King County. Cognos involvement is identified in Neubrain's proposal.	1.5	4.5 Yellow	- Contract negotiations will more specifically identify resources Neubrain will bring to the project. - Cognos' role will be specified in the contract - A statement of work will be developed identifying specific expecations.
Cognos is a third party system that may require technology not supported by King County.	2	2	4 Yellow	- Follow-up sessions with Howard County CIO and support staff were conducted to evaluate technical support requirements. HC requires .5 FTE for programming/report development support and .5 FTE for systems support. - Follow-up session with Cognos involving OIRM and evaluation committee members to evaluate technology and integration tools. As a result, OIRM stated that with training on Cognos specific applications, Cognos is supportable in the current technology support environment.	1	2 Green	- OIRM staff will be trained in Cognos support

Table 6: Budget Systems Risk Assessment

Severity of Risk. Scores are 1 to 3. 1 = low 2 = medium 3 = high Probability of occurrence without mitigation. Scores are 1 to 3. 1 = low 2 = medium 3 = high Combined Risk (Severity x Probability) Green = 1 - 3, Yellow = 4 - 6, Red = 7 - 9							
Phased Implementation							
ABT will implement Oracle and PeopleSoft countywide in years 1 to 3; adding a budget implementation during the same period significantly increases scope and program risk.	3	3	9 Red	- the evaluation team interviewed the HC project team and Neubrain to evaluate resource requirements for the budget project. HC required a 3 person team each for Capital and Operating budgets. - Discussions with the USAF identified a project team consisting of 1 USAF staff and 1 to 2 Neubrain consultants. - Neubrain's proposal for King County is similar in staffing requirements identifying significantly less resources and complexity as the Oracle and PeopleSoft projects. - Scope assumptions are identified in the implementation plan noting that interfaces prior to the full implementation of Oracle Financials will be file transfers similar to today's interfaces. Interfaces following will be automated periodic uploads and downloads vs. real time interfaces.	2	6 Yellow	- A detailed statement of work will be developed with Neubrain which will include refinement of the implementation plan.
Interfaces between the budget system, legacy systems and new systems will be complex and result in costly throw away interfaces.	3	2.5	7.5 Red	- Scope assumptions are identified in the implementation plan noting that interfaces prior to the full implementation of Oracle Financials will be file transfers similar to today's interfaces. Interfaces following will be automated periodic uploads and downloads vs. real time interfaces.	1.5	4.5 Yellow	- Scope assumptions will be specifically identified in a budget system implementation plan. - Change management will be strictly followed and issues escalated through the governance process.

Table 6: Budget Systems Risk Assessment

Severity of Risk. Scores are 1 to 3. 1 = low 2 = medium 3 = high Probability of occurrence without mitigation. Scores are 1 to 3. 1 = low 2 = medium 3 = high Combined Risk (Severity x Probability) Green = 1 - 3, Yellow = 4 - 6, Red = 7 - 9							
The budget project will be negatively impacted by any slippage in the Oracle Financial system implementation in that the capital budget system is scheduled for implementation April 2010 for the 2011 capital budget year while the Oracle EBS implementation is scheduled for January 2011. If the EBS implementation is delayed, the users of the capital budget system must be able to view their capital budgets with the legacy systems' chart of accounts.	3	2	6 Yellow	- Chart of Accounts development is a key interdependency between Oracle and the budget system. The main structure will be completed late 2008, for inclusion in the development of the Budget System account structure requirements. Final design of the COA is March 2009 which relates well with the Budget system schedule of budget business process completion by June 2009. - Organizational structure is a key interdependency between PeopleSoft and the budget system. This is scheduled for completion March 2009 which relates well with the Budget system schedule of budget business process completion by June 2009. - If needed, the Budget Systems project team will build a crosswalk to ensure that users will be able to reconcile budgets from new to legacy financial systems in the case of a slippage in the EBS implementation schedule.	2	4 Yellow	- Development of the Chart of Accounts by September 2008 and March 2009; and Development of the Org structure is schedule for completion March 2009. - This will be identified as part of the critical paths for the Budget System implementation and monitored. - The refined implementation plan will include development of a crosswalk from legacy to new COA, if needed, to ensure that users are able to reconcile their capital budget in the event of an Oracle Financial project slippage.
There may be pressure to increase Budget system scope an schedule over first 3 years increasing overall risk.	2	2	4 Yellow	- Scope assumptions are identified in the implementation plan for review and approval through the governance process.	1	2 Green	- Scope assumptions will be specifically identified in a budget system implementation plan. - Change management will be strictly followed and issues escalated through the governance process.
A change in the county's accounting business process to a project centric approach will impact the capital budget system implementation in that users will be required to use the new COA and project centric accounts while still using the old COA for operating budget development.	2	3	6 Yellow	- This problem will impact the capital budget system users only. The project plan has identified training of users on how to use the system.	2	4 Yellow	- Training will need to be coordinated with the Financial system project and the Org. change management team.

Table 6: Budget Systems Risk Assessment

Severity of Risk. Scores are 1 to 3. 1 = low 2 = medium 3 = high Probability of occurrence without mitigation. Scores are 1 to 3. 1 = low 2 = medium 3 = high Combined Risk (Severity x Probability) Green = 1 - 3, Yellow = 4 - 6, Red = 7 - 9							
The new Chart of Accounts has not been completed. If a budget system is developed without a new chart of accounts, the budget system will need significant and costly modifications once the new financial system is developed. Budgets developed in the budget system will not be useful without costly modifications.	3	2	6 Yellow	- The current schedule for completion of a major portion of the Chart of Accounts is September 2008. This is necessary to support the initiation of the Oracle Financials implementation effort to begin January 2009. Chart of Account specification will need to be completed by March 2009.	1	3 Green	'- Development of the Chart of Accounts by September 2008 and March 2009; - This will be monitored.
The budget process review and development has not been completed. This needs to be completed before a phased implementation of the budget system is initiated.	2	2	4 Yellow	-The budget process review is the first phase of the budget system implementation project. A six month effort is identified for budget process development.	1	2 Green	- A detailed statement of work will be developed with Neubrain which will include refinement of the implementation plan.

King County
ABT PROGRAM
Accountable Business Transformation

APPENDIX A: BUDGET REVIEW COMMITTEE CHARTER

Appendix A: Budget Review Committee Charter

Budget process review and system evaluation committee

As part of the Accountable Business Transformation (ABT) Program, King County will evaluate and select a budget system that will be integrated with Oracle Financials and PeopleSoft Human Capital Management and Payroll, and supports performance-based budgeting practices. The functional and technical requirements for the new system are defined in the Budget System Requirements Document submitted with the ABT High Level Business Plan. The requirements document will form the basis of a Request for Proposals (RFP) for budget system software that will be issued in first quarter 2008.

To evaluate and select a countywide budget system, the ABT Program identified three key objectives:

- To review and develop a countywide budget development process that reflects best budget practices for the public sector,
- To develop and implement an evaluation process for the selection of a budget system that meets the county's functional and technical requirements; and
- To develop a schedule for implementing a selected budget system countywide.

Approach

The ABT Program has formed a Budget Review Committee to achieve these objectives. The group consists of budget subject matter experts from a representative sample of county agencies and OMB.

- The committee will be chaired by the ABT Program Budget Lead.
- The committee will work with a facilitator (to be engaged by ABT Program Manager) in developing a proposed budget business process that will be presented to the larger budget SME group for review and adoption. Business process issues will be presented to the ABT governance process for resolution.
- The committee will also be responsible for providing a recommendation to the ABT Program Manager as to a selection and implementation schedule of a countywide budget system that meets King County's functional and technical requirements, as described in the ABT Budget System Business Requirements Document.
- The ABT PMO Office will provide administrative and analytical support to the review committee as needed.

Committee Responsibilities:

<u>Budget Business Process</u>:

- Review and evaluate budget business best practices for public sector governments similar to King County as presented and recommended by ABT Program staff.
- Review and evaluate for concurrence a recommendation for a budget business process to be supported by a countywide budget system.

Budget System Evaluation:

- Review and concur with an evaluation criteria and scoring process to be included in a Request for Proposal (RFP) soliciting vendors for a budget system proposal.
- Review and comment on the RFP document regarding content completeness, and accuracy.
- Evaluate the top two or three proposals responding to the budget system RFP and recommend a short list of products for demos and site visits. ABT Program staff will provide the Committee with an evaluation of all proposals and recommended top two to three proposals.
- Review guided demo scripts and data sets for short listed vendors that will demonstrate the functionality and product features of the proposed systems.
- Attend demos and visit public sector organizations with installed systems. ABT Program staff will check vendor references.
- Evaluate the short listed proposals using the established criteria and make a recommendation on product selection to be forwarded to the ABT Program decision makers.
- The committee should complete these responsibilities by March 2008.

Deliverables:

- A proposed budget business process that will be presented to the larger budget SME group for review and adoption.
- A recommendation to the ABT Program Manager as to a selection and implementation schedule of a countywide budget system that meets King County's functional and technical requirements.
- Budget process site visit/conference call notes.
- Agreed upon budget system evaluation criteria and process.
- Budget system evaluation and selection recommendation notes.
    - Demo Notes
    - Site visits and conference call notes

Group Membership

Representation/Role	Agency	Name
1. Team lead[1]	ABT Budget Lead	Warner Danielson
2. OMB operating	OMB	Jim Walsh
3. OMB capital	OMB	Evelyn Wise
4. Complex special revenue agency	DCHS SKCPH DPH	Randy Inouye Yinka Otusanya Laura Federighi
5. Internal service agency[2]	OIRM	Dana Spencer
6. Enterprise agency	DNRP DOT	John Bodoia Jill Krecklow
7. Legislative Branch	Council Staff	Shelley Sutton
8. Performance management	Executive Office	Michael Jacobson

Committee Sponsorship and Oversight

The ABT Program Manager is the committee sponsor. The sponsor's responsibilities include:

- Act as an advocate for team priorities.
- Provide resources necessary for the work of the team.
- Provide direction or decisions on issues identified by the team.
- Facilitate the decision-making process of groups/individuals external to the team, ensuring it is timely.
- Provide assistance as needed with other sections, divisions, departments, jurisdictions, and organizations.

Sponsor expectations of the team include:

- The Budget Lead will develop a plan for RFP evaluation and site visits agreed to by the committee.
- The Budget Lead will submit a minimum of two progress reports a month regarding committee status.
- The committee will work within the defined charter unless the sponsor specifically agreed to make changes.

[1] This position was vacated January 25, 2008 with Warner Danielson's resignation. Rick Takeuchi assumed administrative lead responsibilities; and the Program Manager assumed chair responsibilities.
[2] OIRM representative changed with the temporary assignment of Dana Spencer to HRD. Jim Keller was identified as the new OIRM representative, March 2008.

King County
ABT PROGRAM
Accountable Business Transformation

APPENDIX B: VENDOR DEMONSTRATION SCRIPTS – BUDGET SYSTEMS

King County
ABT PROGRAM
Accountable Business Transformation

ABT Program – Budget Development and Reporting Software System
RFP No. 1015-08KAH
Proposer/Vendor Proposal Presentation Evaluation Form

Evaluator's Name: _____

Proposer/Vendor: _____ **Date:** _____

Scoring Process

Each evaluation team member will complete the attached score sheets for either the functional or technology sessions, ***for each Proposer***. The evaluation team will meet from 5:00 – 5:30 on April 11th to complete and discuss score sheets. Following discussion, ALL score sheets will be submitted to Andrea Flanagan to be tallied and summarized. The evaluation team will then meet at a later time and place (TBD) to discuss the scoring of all three Proposers.

*Please note that these documents are subject to Public Records statues.

Scoring Summary Table

		TIME	MAXIMUM SCORE	EVALUATOR SCORE (by Session)	EVALUATOR SCORE (totals)
	Functional Sessions		**180 Points**		
8:30 AM – 10:30 AM	Session 1 – Operating Budgets	2 HRS	65 Points		
10:45 AM – 11:45 AM	Session 2 – Capital Budgeting & Project Management	1 HR	30 Points		
11:45 AM – 12:15 PM	Session 3 – Performance Management	30 MIN	25 Points		
1:00 PM – 2:00 PM	Session 4 – Analysis Tools	1 HR	30 Points		
2:00 PM – 3:00 PM	Session 5 – Reporting & Programming Level & Activity Based Budgeting	1 HR	30 Points		
	Technical Sessions		**135 Points**		
8:30 AM – 10:30 AM	Session 1 – Overview of Technology Architecture	2 HRS	65 Points		
10:45 AM – 11:45 AM	Session 2 – King County Support Structure & Support Tools	1 HR	25 Points		
1:00 PM – 1:30 PM	Session 3 – Vendor Technical Support & Customization Process	30 MIN	25 Points		
1:30 PM – 2:00 PM	Session 4 – Future Technology Direction & Vision	30 MIN	20 Points		
	Implementation, Training & Interview		**135 Points**		
3:15 PM - 3:20 PM	Introduction & Background	5 MIN	5 Points		
3:20 PM – 3:45 PM	Project Phasing & Project Plan	25 MIN	30 Points		
3:45 PM – 4:05 PM	Questions to Project Manager	20 MIN	25 Points		
4:05 PM – 4:25 PM	Questions to Vendor re: Training	20 MIN	30 Points		
4:25 PM – 4:45 PM	System Preparation Tasks	20 MIN	30 Points		
4:45 PM – 4:55 PM	Vendor Commitment & Viability	10 MIN	10 Points		
4:55 PM – 5:00 PM	Closing Comments by Vendor	5 MIN	5 Points		
	Demonstration and Interview (Sum of all session above)		**450 Points**		

DEMONSTRATION AND INTERVIEW SESSIONS

General Scoring Considerations

Maximum Total Points = 450 Points

The goals of the budget system evaluation committee are to recommend the Proposer who: (1) offers a budget system that best matches the county's technical and functional requirements as described in the Request for Proposals; and (2) has management and implementation teams that possess the depth and breadth of relevant knowledge and experience to ensure the budget system is successfully installed on time and operates as anticipated.

The demonstration and interview sessions are designed to assist the evaluators in making those judgments. When scoring the items in each session, also take into account, if applicable, whether:

- The Proposer's team presents clear and concise information in an organized manner and communicates the information effectively.
- The information provided is substantive and directly relevant to the demonstration topic and/or interview question, with a minimum of "sales pitch" information;
- The Proposer's team conveys an understanding of implementation issues and risks, including phasing challenges, based on specific experiences and lessons learned from previous projects; and
- Each of the Proposer's team members has a role in the demonstration or interview.

Functional Session 1 (page 1 of 7)

Time Allotted: 2 hours

Session Title: Operating Budgets

Maximum Points: 65

This session will demonstrate how the proposed budget system will meet the county's functionality needs for: (1) conducting the annual budget process; (2) reviewing supplemental budget requests; and (3) reviewing budget revisions requests.

EVALUATOR'S NOTES:

1. Annual Operating Budget Review and Adoption Process

Phase I: Baseline Budget
Budget Office develops baseline budgets and transmits them to county departments.

Please demonstrate how the functionalities of the proposed budget system accomplish the following tasks performed by the Budget Office:

1. Establishes a baseline budget version (using both FTEs and dollar amounts) via various adjustments and allocations using prior year adopted budget as a starting point.
2. Loads payroll information from PeopleSoft into the Budget Module position control file (table) and initialize beginning position control file.
3. Calculates benefits amounts against the position control file for FICA, Worker's Comp, Medical and retirement. Benefit amounts can vary depending on bargaining group of the position.
4. Calculates COLA against the position file based on bargaining group cola rate. (In the demonstration, use 3% COLA for one group of positions and 2% COLA for another group of employees, assuming each employee group is in a different bargaining group.)
5. Calculates step increases and merit increase for the individual positions and records the total of the above two calculations in discrete expenditure accounts.
6. Removes one time budget items.
7. "Zeroing out" certain accounts.
8. Prepares a single (or multiple if needed) budget worksheet to be used by departments.
9. Distributes budget worksheets to departments.
10. All budget changes are tracked and described in the worksheet throughout the entire process in all phases of this demo script.

Functional Session 1 (page 2 of 7)

Time Allotted: 2 hours

Session Title: Operating Budgets

Maximum Points: 65

Phase II: Department Requested Budget
Departments develop budget requests based on baseline budgets received from the Budget Office.

Please demonstrate how the functionalities of the proposed system accomplish the following tasks performed by departments:

1. Prepares budget at detailed levels and uses text functionality to annotate each budget item so that every budget change is qualitatively explained and justified with a description of the change Adjusting position control budgets in the budget requests.
2. Provides version approval of the Requested budget for submittal to the Budget Office using workflow within the department s authority structure.
3. Submits detailed requested budget version to Budget Office. (The budget request includes changes to budget recorded on a worksheet and annotated with text descriptions and justifications and changes to the position file.)
4. Prepares a multi-year financial plan that includes revenues and expenditures for prior year actual expenditures, current year adopted budget, current year estimated budget, proposed budget and two out-year budgets.

EVALUATOR'S NOTES:

Functional Session 1 (page 3 of 7)

Time Allotted: 2 hours

Session Title: Operating Budgets

Maximum Points: 65

Phase III: Executive Proposed Budget
Budget Office analyses department budget requests, prepares Executive Proposed Budget based on direction from County Executive, and transmits the proposed budget to the County Council.

Please demonstrate how the functionalities of the proposed system accomplish the following tasks performed by the Budget Office:

1. Receives detailed budget version (fund, dept., low org/cost center, account, change item) and rolls up detail to appropriation level (either department or fund level). (The purpose of this appropriation unit level version is to support decision making and provide reports during the Executive/Budget Office review of the requested budgets.)
2. Uses decision reports that reside in the budget module that report "Request and Proposed" fields as well as a large text field for comments and notes. (The objective is to have an end to end budget system that requires only a single entry at the beginning of the budget process and this single entry flows through the entire budget process. The budget prep worksheet will have edits that do not allow invalid values to be entered into the budget worksheet.)
3. Adjusts and/or adds budget line items to reflect Budget Office changes (i.e. allocations, cola adjustments, rate changes etc.)
4. Adds new line item adjustments to the budget worksheet.
5. Posts a contra balance (negative) to the budget worksheet.
6. "Locks down" the budget worksheet after final proposed budget decisions are made by the County Executive and revenues and expenditures are balanced.
7. Uses the budget system functionality to prepare the adopted budget book for both operating and CIP (Capital Improvement Program) budgets.
8. Uses proposed appropriation level values to prepare the proposed budget ordinance.
9. Retains a copy (electronic) of the proposed budget ordinance budget worksheets.
10. Makes available to council staff the proposed budget worksheets and the position control file as read/write (via permissions and roles) to allow for council changes to be reflected in the proposed budget that are made by council in their review.

EVALUATOR'S NOTES:

Functional Session 1 (page 4 of 7)

Time Allotted: 2 hours

Session Title: Operating Budgets

Maximum Points: 65

Phase IV: Adopted Budget
County Council reviews and adopts budget.

Please demonstrate how the functionalities of the proposed system accomplish the following tasks performed by the County Council and/or their staff:

1. Analyzes the Executive Proposed Budget and makes adjustments during its phased review process.
2. Makes adjustments to the budget worksheet to reflect Council–approved changes during each phase of the process. These adjustments include changes to existing line items, adding or removing a line item, adding or deleting appropriation units and restricting expenditures within appropriation unit levels in accordance with budget provisos.
3. Uses adjusted appropriation and FTE values to develop a substitute budget ordinance and adopts the ordinance.
4. Makes the budget worksheets available to the Budget Office.

EVALUATOR'S NOTES:

Functional Session 1 (page 5 of 7)

Time Allotted: 2 hours

Session Title: Operating Budgets

Maximum Points: 65

Phase V: Reconciled Adopted Budget
Budget Office finalizes the adopted budget through payroll reconciliation

Please demonstrate how the functionalities of the proposed system accomplish the following tasks performed by the Budget Office:

1. Reviews budget worksheets to confirm they accurately reflect the enacted adopted budget ordinance and adjusts budget worksheets to reflect any needed changes.
2. Extracts a payroll file from PeopleSoft and loads it into the budget module position control file and uses it to perform the payroll reconciliation process.
3. Compares the current adopted position control file to the current PeopleSoft payroll file at the job position level and updates position control file to reflect the adopted budget level for all job positions for job class, range, step, merit pay, overall pay level, cost center, employee ID and FTE (including temporary positions)
4. Adjusts the position control file in the budget module to reflect payroll reconciliation adopted COLA level and applies merit against the reconciled position control file.
5. Posts the reconciled adopted budget to the Oracle general ledger (and the CIP budget is posted to Oracle Projects/Grants module). The position control file is posted to PeopleSoft position management module.
6. The “adopted budget” field is locked after being posted to the general ledger and is not subject any further changes. The “revised budget” field reflects any and all revisions to the adopted budget during the fiscal year. The “revised budget” field reflects the adopted budget plus or minus budget revisions during the fiscal year (see below for budget revision). The budget system retains a complete audit trail of all budget revision adjustments.
7. Allocates budget allotments within the budget module and General Ledger.

EVALUATOR’S NOTES:

Functional Session 1 (page 6 of 7)

Time Allotted: 2 hours

Session Title: Operating Budgets

Maximum Points: 65

EVALUATOR'S NOTES:

2. Supplemental Budget Requests

A subset process of the larger budget preparation process described above is used to prepare the quarterly omnibus supplemental ordinance. Please demonstrate how the how the functionalities of the proposed system accomplish the following tasks.

Budget Office

1. Prepares a single (or multiple if needed) budget worksheet to be used by departments.
2. Distributes budget worksheets to departments.

Department

1. Adds supplemental budget requests to the budget worksheet (including text descriptions and justifications of the supplemental request).
2. Obtains approvals via workflow within the county department.
3. Prepares fiscal note.
4. Transmits to the Budget Office for potential incorporation into the omnibus ordinance.

Budget Office

1. Rolls up the detail values in the budget worksheet to appropriation unit level and uses this information for decision making purposes.
2. Prepares supplemental ordinance based on the budget worksheets.
3. Forwards the budget worksheet to council staff either via permissions and roles or via workflow.

County Council

1. Council tasks are similar to the tasks in Phase IV of the budget process.
2. Uses information for presentation and decision-making purposes.

Budget Office

1. Budget Office tasks are similar to the tasks above in Phase III of the budget process.

Functional Session 1 (page 7 of 7)

Time Allotted: 2 hours

Session Title: Operating Budgets

Maximum Points: 65

Evaluator's Points: ____

EVALUATOR'S NOTES:

3. Budget Revision Process

Budget revision process is as follows. Please demonstrate how the functionalities of the proposed system accomplish the following tasks:

Department

1. Prepares budget revision and workflows within the department for approval.
2. Forwards the revision using workflow to the Budget Office.

Budget Office

1. Receives workflowed budget revision.
2. Workflows budget revision within the Budget Office for approval.
3. Posts the budget revision to the General Ledger, Project Module and PeopleSoft position management.
4. Uses system functionality for mass budget revision posting in the budget system and Oracle /G/L. Business processes that need this functionality include: omnibus supplemental budget ordinance; budget carryover (grants and CIP) Capital Improvement Project (CIP) reconciliation adjustments, etc.; budget carryover related to encumbrances; and outstanding encumbrance carryover.

Functional Session 2 (page 1 of 3)

Time Allotted: 1 hour

Session Title: Capital Budgeting and Project Management

Maximum Points: 30

EVALUATOR'S NOTES:

King County has a variety of capital programs with projects that range from facility construction to wastewater treatment. This demonstration should show how flexible the budget system is and how it can accommodate differing requirements from different capital programs.

Establishing Capital Budgets

Demonstrate the following functionalities:

1. Setting up capital budgets that include project scope, schedule/milestones and budget data for a minimum of six years into the future.

2. Incorporating life-to-date expenditures, revenue and budget balance available as of the prior year at the detailed GL Code, option, master project and subproject level.

3. Budgeting by option/phase for phases that are different for different types of capital project. For example, IT project phases are different than construction projects.

4. Monitoring the project during the year and over the course of the program by different audiences (project manager, program manager, Budget Office, and Council).

5. Modifying, easily, any aspect or data element in a capital project budget.

6. Importing and exporting budget, project, financial and HR data electronically between this system and MS Project.

7. Linking specific capital budget expenditures or revenue to specific operating budget data.

8. Creating a custom data field (text or numeric).

Functional Session 2 (page 2 of 3)

Time Allotted: 1 hour

Session Title: Capital Budgeting and Project Management

Maximum Points: 30

EVALUATOR'S NOTES:

Analysis for Capital Project Budgets:
Demonstrate the following functionalities:

1. Ability to do comparative analysis using last year's planned six-year program as compared to current year's request for the same timeframe by project. Show variances by year and in total.

2. Ability to allow on-line, real-time inquiry into any time period for any project, at any accounting level, both revenues and expenditures, both budget and actual. Include life-to-date historical data for capital projects. Queries must be able to be done at any user defined combination of units.

3. Ability to compare adjustments between budget phases at the detailed level that demonstrates changes that have occurred.

4. Ability to calculate and allocate agency overhead from the operating budget to capital projects.

5. Ability to calculate CIP project variance with milestones.

6. Ability to calculate net present value for projects in a standardized manner for all capital projects. For example, allow for consideration of up to 20 years of operating or lease costs associated with proposed capital budget investment alternatives with sensitivity analysis for alternative discount rate assumptions. Ability to store scenarios and rate assumptions.

7. Ability to access the following data for capital projects:
   - Original budget, scope and schedule as approved by the Council (the "baseline");
   - Costs incurred to-date and/or costs projected to complete the project;
   - The standards and methodologies used to estimate the project, using standard categories of costs determined by the county; (
   - Milestones, both completed and projections for completion; and
   - Deviations from the baseline, in what category, when and why.

Functional Session 2 (page 3 of 3)

Time Allotted: 1 hour

Session Title: Capital Budgeting and Project Management

Maximum Points: 30

Evaluator's Points: _____

EVALUATOR'S NOTES:

Capital Budget Reconciliation

This process is done to finalize the approval by council of the carryover budget for capital projects. The project budget balance is automatically carried over as reported by the financial systems. Then agencies review and make any technical corrections and submit for review to the budget office and approval by the council.

Demonstrate the following functionalities:

1. Ability to import from financial system to get final year-end project expenditures and revenue by type.

2. Ability to report on prior year project expenditures and revenues, reflecting budget balance available, including actual next year's adopted budget.

3. Ability to make changes to project budget, expenditures or revenue that is identified as a separate phase for agencies, budget office and council.

4. Ability to enter notes and justifications in user defined field.

5. Ability to create budget revisions to export to financial system based on final approved changes.

Functional Session 3 (page 1 of 2)

Time Allotted: 30 Minutes

Session Title: Performance Management

Maximum Points: 25

The County has a decentralized performance management system with separately elected officials, the courts, and the Executive branch all doing some form of performance measurement and management. There is no currently central system or database that allows for performance information to be stored, analyzed or reported consistently.

Activities:

1. Demonstrate the systems capabilities for:
    - Graphical rating systems used by the system (e.g., green/yellow/red)
    - Showing measures at different levels of the organization to depict alignment
    - Creating an index based on multiple measures
    - Creating various types of reporting scorecards, dashboards, and reports
    - Comparing measures against multiple targets and benchmarks
    - Relationship of performance information to budget information
2. Explain the system's basic handling of data (e.g., a single measurement database, ability to create different but related databases, any ability to accommodate geospatial signifiers).
3. Describe the ease of use; initial set up versus user ability to "tailor" for their specific needs, including adjusting weights of measures that roll-up to and index/aggregation.

EVALUATOR'S NOTES:

Functional Session 3 (page 2 of 2)

Time Allotted: 30 Minutes

Session Title: Performance Management

Maximum Points: 25

Evaluator's Points: ____

4. Demonstrate the system's ability to support and generate "performance based" budgets.
   - Linkages to the budget system
   - Having multiple project codes connecting to the same performance measure
   - Establishing weighted attribution of the responsibility from performance measure project codes
5. Demonstrate capabilities to develop and publish dashboards and scorecards that would allow County executives and managers to monitor and report results using these tools.
6. Demonstrate how departmental-level performance measures can be defined and how they would be updated automatically from various information sources. Describe how the performance measures are integrated with Oracle Financial System and PeopleSoft Human Capital Management.
7. Demonstrate the roll up of performance measures to broad cross-departmental service areas and organization-wide measures.

EVALUATOR'S NOTES CONTINUED:

Functional Session 4

Time Allotted: 30 Minutes

Session Title: Analysis Tools

Maximum Points: 30

Evaluator's Points: _____

The budget system King County is looking for will support long-term planning, analysis and forecasting capabilities. This demonstration script illustrates how the system supports analysis and forecasting throughout the budget cycle, during different phases of the annual budget development process and throughout the year for operating and capital budgets.

Demonstrate the following functionalities:

1. Ability to calculate annual personnel (salary and benefit) costs by position, county-wide, for all full-time and authorized part-time positions; for a bargaining unit within an organization; or for other user defined selection criteria. (Also demonstrated as part of Session 1)
2. Ability to allow the addition of budget narrative to capture budget request justifications and assumptions. (Also demonstrated as part of Session 1)
3. Ability to consolidate the budget by various account levels as well as user-definable levels (i.e., project program, grant, fund and agency).
4. Ability to keep life-to-date revenues with life-to date expenditures.
5. Ability to allow on-line, real-time inquiry into any time period for any account, at any accounting level, both revenues and expenditures, both budget and actual. Include at least five years of historical data for operating, and life-to-date for capital projects. Queries must be able to be done for all appropriation units at once or for any user defined combination of units.
6. Ability to forecast expenditures and revenues to support multi-year budgeting and to support biennial budgeting.
7. Ability to perform multidimensional analysis of actual and budgeted revenue and expenditures in a variety of data sets; such as rural/urban, local/regional, incorporated/unincorporated, discretionary/mandatory, and by council districts, planning areas or other geographic components.
8. The ability to perform an unlimited number of 'what-if' scenario analyses.

EVALUATOR'S NOTES:

Functional Session 5 **(page 1 of 3)**

Time Allotted: 1 hour

Session Title: Reporting and Program level & activity based budgeting

Maximum Points: 30

EVALUATOR'S NOTES:

The system must provide a variety of reports and provide flexible reporting tools including user-defined queries. This script will provide an overview of the proposed reporting tools and demonstrate each tool as it would be used by different audiences. In addition, the vendor will demonstrate how the County could use reporting to support program level budgeting and give a view on budgets by activity across operational and capital budgets.

Activities:

Quickly demonstrate the different reporting tools and explain how they would be used by different County audiences.

1. Quickly show how a few examples of budget reports that are provided with the system and show how users run the reports and view the output. What capabilities exist for the user to supply specific report criteria or parameters? Can the user save the reports? Are they exportable to different file formats: MS Excel, PDF, XML, HTML, etc...?

2. Are these reports available out of the box without needing to be built as a custom report:
    - A complete audit trail of all budget revision adjustments are retained in the budget system
    - Budget balance available report (revised budget minus encumbrances and expenditures equals budget balance available)
    - Real time online reporting of budget balance available
    - Quarter End reports comparing actual expenditures with revised budget

Functional Session 5 **(page 2 of 3)**

Time Allotted: 1 hour

Session Title: Reporting and Program level & activity based budgeting

Maximum Points: 30

3. Demonstrate your ad hoc reporting capabilities:
   Build an ad hoc report for the last 5 years using any of the available data elements contained in the integrated Financial System. This would include actual expenditures and revenues, adopted and revised budgets for expenditures and revenues, encumbrances. All position management data elements would also be available (for example but not all inclusive, job class, start date, vacation accrual, sick leave accrual, FTE or TLT, retirement system etc.)

4. Assume a technical "super user" from one of the County's Agencies has created a report that would be useful for others to run in their organization. Demonstrate how that report would be shared to others. Would the others get only their own data when they run it? Explain.

5. Demonstrate how the County could use reporting to support program level budgeting and give a view on budgets by activity across operational and capital budgets. For example, assume that operational budgets are already in place. The chart of accounts has an element for Program and for Activity. Show how County users could create and run reports or queries to see budget data across program and across activity.

EVALUATOR'S NOTES:

Functional Session 5 **(page 3 of 3)**

Time Allotted: 1 hour

Session Title: Reporting and Program level & activity based budgeting

Maximum Points: 30

Evaluator's Points: ____

EVALUATOR'S NOTES:

6. Capital Budget Reporting. Demonstrate how your system has the:

   - Ability to report all budgetary changes at any user defined level of the accounting hierarchy.
   - Ability to report at any level total budgeted revenues and expenditures by year for the six-year program request.
   - Ability to summarize or roll up project worksheets into agency budgets. (Rpt 3.00)
   - Ability to generate user defined detailed and summary reports for user defined periods at various organization levels using real time data from Oracle Financials, PeopleSoft Human Capital Management and the budget system that can be exported easily to other applications and documents. (Rpt 10.00)
   - Ability to create and store narrative pages in a standard format at user defined levels (such as appropriation unit or program or grant) with user defined fields. (Publ 3.00)
   - Ability to create publishable budget tables, charts, and graphs, with narrative, automatically. (Publ 4.00)
   - Ability to create a report that sorts by program or fund and includes project scope, schedule and budget for six-years and includes actual expenditures as of a specified date. (Proj 4.00)
   - Ability to report grants or projects completed or expected to be completed in the next year by year. (Proj 10.00)

Technology Session 1 (page 1 of 2)

Time Allotted: 2 hours

Session Title: Overview of Technology Architecture

Maximum Points: 65

EVALUATOR'S NOTES:

Technical Skills of Presenter(s): DBA, Developer, Architect

The purpose of this scenario is to describe and explain the technology architecture which is being proposed for the Budget System application. Assume the audience is a technical audience. Vendors can use visual aids, presentation slides or other means to get across the material.

Set-up Required Before Demonstration:
none

Activities:

1. Overview of Proposed Solution

- High level diagram of proposed application architecture
- High level functional description of each proposed Budget Module
- How does proposed solution integrate with Oracle Financials and PeopleSoft

2. **Technical Architecture Detail Discussion**:
Describe via discussion and pictures the technical architecture used by the application.

3. **Software Components**
What software modules are you proposing? Describe each and technology used to develop the modules. Also describe any optional and/or third party software recommended and the purpose and technology of each.

4. **Database:**
What database(s) is used by the Budget application? What tools are you proposing to use for monitoring and maintaining. Describe data purging, archiving and restore of historical data. Describe backup and recovery capabilities or recommendations.

Technology Session 1 (page 2 of 2)

Time Allotted: 2 hours

Session Title: Overview of Technology Architecture

Maximum Points: 65

Evaluator's Points: _____

EVALAUTOR'S NOTES:

5. **Interface/Integration methodology:**
   Describe methods, software used in data interfaces between applications in the proposed budget solution with Oracle Financials and PeopleSoft HRMS. Define how the initial data load will be performed? How do the use of data loads and interfaces change at different points of the annual cycle?

6. **Reporting Components:**
   Describe reporting tools, ease or complexity of use, analytics, dashboards, scorecards. If multiple reporting tools, define conditions for use of each.

7. **Security Architecture:**
   Describe security architecture on application, database, and data.

8. **Client configurations:**
   Describe our options for deploying the application. Is the proposed solution certified to run in a Citrix environment? If not, are their future plans to be able to deploy in this environment. Can deployment of desktop components be performed from a central location using tools such as SMS?

9. **Desktop requirements:**
   Describe the minimum and recommended desktop requirements for each client configuration. Note how staff that will use the system with differing intensity might have different requirements.

10. **Network requirements**:
    Describe the network requirements for the application including requirements for different configurations and/or methods of access. Specifically address issues of bandwidth, protocols, and general network topology.

11. Data Conversion
Define the data conversion activity; extract, scrub, load, validate process.

Technology Session 2

Time Allotted: 1 hour

Session Title: King County Support Structure and Support Tools

Maximum Points: 25

Evaluator's Points: _____

EVALUATOR'S NOTES:

Technical Skills of Presenter(s): DBA, Developer, Architect

The vendor is asked to describe the recommended / required support structure to maintain the proposed solution. In addition to demonstrate the software products and tools used to configure, maintain, enhance, and extend the application system.

Set-up Required Before Demonstration
Vendor supplied laptop and projector

Cover:

1. Describe recommended King County Support structure.
   - Technical
   - Business
   - Reporting

2. Demonstrate the tools used to support the proposed solution.
   - Configuration
   - System Administration
   - DBA
   - Application Developers
   - Reporting Analysts

3. Training after vendor is offsite

4. User Group

Technology Session 3

Time Allotted: 30 minutes

Session Title: Vendor Technical Support and Customization Process

Maximum Points: 25

Evaluator's Points: _____

EVALUATOR'S NOTES:

Technical Skills of Presenter(s): DBA, Developer, Technical Support Mgmt

This session is devoted to an interactive discussion about the technical support and product enhancement process.

Set-up Required Before Demonstration
None

Cover:

1. Describe Technical support
2. Ability to check status of requests and problem tickets
3. Different levels of severity and how addressed
4. Escalation environment / process
5. If proposing a non-Oracle solution how is a multi-vendor application environment supported
6. Life support of older versions, are we forced to upgrade
7. What is the frequency of upgrades and patches?
8. If application customizations are necessary, are there architecture extensions that will allow customization but does not impede the upgrade and patch installation processes.
9. How responsive are they in testing/patching application modules when critical OS patches are required to be applied. (Example: Required critical or security OS patch causes application to "break").
10. How responsive are they if we find bugs when testing application patches and upgrades. Describe the process used for customers to get fixes in this situation.

Technology Session 4

Time Allotted: 30 minutes

Session Title: Future Technology Direction and Vision

Maximum Points: 20

Evaluator's Points: ____

EVALUATOR'S NOTES:

Technical Skills of Presenter(s): Vendor

The vendor is asked to describe the recommended / required support structure to maintain the proposed solution.

Set-up Required Before Demonstration

None

Cover:

1. Future direction of proposed application modules
2. Long term Commitment to this product
3. Industry direction
4. Anticipated technology changes moving forward with this product

Interview Session (page 1 of 5)

Time Allotted: 1 hour and 45 minutes

Maximum Points: 5 (Introduction & Background)
Maximum Points: 30 (Project Phasing & Project Plan)

Introductions Evaluator's Points: _____
Project plan Evaluator's Points: _____

EVALUATOR'S NOTES:

Introductions & Background (*5 minutes)*

1. Please take a couple of minutes to introduce your company in regards to the implementation of this budget system at other customer sites, particularly at similar public sector customers of similar size and complexity to the County.

2. Now, introduce the members of your team and briefly describe each member's qualifications and experience implementing this product and the role they will play on this project.

Project phasing and project plan *(25 minutes)*

3. Please describe your proposed implementation strategy. Describe your experience with phased implementations, simultaneous implementations, lessons learned and why you favor your approach.

4. The project involves implementation of multiple aspects of budget and performance management including:
   - Implementation of a process for development of annual budgets for operational, capital and project budgets
   - Monitoring of budgets during the year
   - Analysis and reporting and performance management

   How do these functional components of the solution get phased in?

5. Very quickly describe your proposed project plan. What elements of the project will you take full responsibility for? What elements of the project will be entirely the County's responsibility? What will be a mutual responsibility?

6. Describe your proposal regarding team membership from County staff. What are their roles? What activities would each be responsible for and how much full-time equivalent (FTE) resource would be needed from each?

Interview Session (page 2 of 5)

Time Allotted: 1 hour and 45 minutes

Maximum Points: 25 (Project Manager)

Evaluator's Points: ____

EVALUATOR'S NOTES:

Questions addressed specifically to the proposed Project Manager (*20 minutes)*

7. Please describe your role and responsibilities on this project.

8. Tell us about your two most recent project assignments. What role did you play in these projects? Did the projects succeed in being on-time and in-budget? Was the system well received by the end users?

9. What were the two most difficult issues during these last two projects and what did you do to address them?

10. How will you advocate for the County within your company and facilitate the solution to challenges whether we need answers to questions, fixes to software bugs, or extra resources needed for the project?

11. What is your approach to handling a situation when the County team insists on a business process that is only supported by customizing or modifying the software or where the software does not support critical functionality the County can not live without?

12. Suppose the project team is in the process of testing the system and ten significant bugs have been discovered in the system. Five of these would make it impossible to implement the system, and the other five would require very unappealing "work-arounds" that would not be easy for the end users. Describe exactly how you would solve this problem.

13. How do you intend on keeping the County informed about progress of the project from a financial, milestone, and scheduling point of view?

14. Describe the issue resolution process to be used in this project. What process should we use if we become concerned about project slippage, or about the performance of a particular consultant on the project?

Interview Session (page 3 of 5)

Time Allotted: 1 hour and 45 minutes

Maximum Points: 30 (Vendor re: Training)

Evaluator's Points: _____

EVALUATOR'S NOTES:

Questions addressed specifically to Vendor regarding Training *(20 minutes)*

15. Please describe your training strategy for this project.

16. How will training differ for different components of the system and different audiences?

17. Will you be providing assistance on the development of the entire training program including: training needs assessment, curriculum development, and actual end user training?

18. Do you provide prewritten training materials? If so, do these need to be modified to be more specific to the County to make them more meaningful to our users? Who would do this in the project?

19. Describe your plan for training the project team. Who will get what type of training and when?

20. Is it correct that the County will need a couple "super users" to learn how to do different types of annual tasks to initiate the budget process or to develop new Key Performance Indicator scorecards or new analysis reports? Describe the specialized training that these people will be given.

21. What on-site support do you recommend just after implementation of the budget system? What support will you provide?

22. What support structure do you recommend we put in place at the County to make sure everyone knows how to create and monitor their budgets?

Interview Session (page 4 of 5)

Time Allotted: 1 hour and 45 minutes

Maximum Points: 30 (System Preparation Tasks)

Evaluator's Points: ____

EVALUATOR'S NOTES:

System Preparation Tasks *(20 minutes)*

23. Describe the process that will be used to gather and validate County business requirements before the system is configured.

24. A "fit-gap" analysis is defined here as a process where we would do a detailed comparison of the system's capabilities and our requirements to determine any gaps or areas needing solutions to make the system viable here at King County. Please describe how you would work with the County to perform a fit-gap analysis. How would the information be used by the project? Who should participate and how long does it take?

25. When will the critical business processes be designed and related to system capabilities? How will we get guidance on the alternatives of how best to configure the system and set up critical parameter tables which effect how business processes will operate?

26. How should we go about planning the purchase of hardware, particularly servers, to ensure we purchase the appropriate hardware for our expected usage? Will you help us size the hardware? How quickly in the project is the hardware needed?

27. Briefly describe the data conversion process. How often in the project will data need to be converted? Do new product releases and patches also require conversions?

28. When in the project will the critical reports and report processes be designed and developed? What are you providing in this area?

29. Describe your proposal in regards to functional testing of the system before it is deployed into production. What kinds of tests are performed and by whom? How do you know that it has been adequately tested?

Interview Session (page 5 of 5)

Time Allotted: 1 hour and 45 minutes

Maximum Points: 10 (Vendor Commitment & Viability)
Maximum Points: 5 (Closing Comments by Vendor)

Vendor Commitment Evaluator's Points: ____
Closing Comments Evaluator's Points: ____

Vendor Commitment & Viability *(10 minutes)*

30. Many projects fail because they see the implementation of a system as a technical software project not as an organizational change project. How would you describe the implementation of a budget and performance management system and how will we achieve more than just a working system for this project?

31. Explain why you consider your firm to be a stable, viable vendor who will be able to support a project of this magnitude. Reassure us that you have enough expert experienced resources to commit to our project and that other business commitments will not adversely affect your ability to meet our expectations.

Closing Comments by Vendor *(5 minutes)*

32. The implementation vendor may use this time to make closing statements and reiterate why they are best qualified for this project.

EVALUATOR'S NOTES:

King County
ABT PROGRAM
Accountable Business Transformation

APPENDIX C: EVALUATION CHRONOLOGY AND SCORING SUMMARY

Process for Evaluating and Recommending New Budget System
Chronology of Events
September 2007 through June 2008

Introduction

As a solution to the challenges presented by the County's current configuration of finance, human resources/payroll and budget systems, the County Executive proposed and the County Council approved, through a series of policy motions and budget actions beginning in 2003, a multi-year effort named the Accountable Business Transformation (ABT) Program. The Council's major decision points regarding this program include:

- **Motion 11729** (June 2003), approving a vision and goals statement for replacement of financial, human resources and budget management systems.
- **Motion 12024** (October 2004), approving policy goals for new finance, human resources/payroll and budget systems.
- **Motion 12024** (October 2004), approving the 2006-2008 Strategic Technology Plan, designating the ABT program as the number one efficiency technology goal.
- **Ordinance 15595** (September 2006), providing funding for PeopleSoft human resources/payroll system software and upgrades to existing financial systems software.
- **Motion 12364** (October 2006), approving the ABT Program Charter, which delineates clear responsibilities, accountabilities, and lines of succession within the program and establishes nine guiding principles for the program.
- **Motion 12581** (July 2007), approving the High-Level Business Plan (HLBP), which establishes, among other things, technical and functional requirements for a new budget system.
- **Ordinance 15903** (October 2007), authorizing funding for the project through the completion of a high level business design, a detailed implementation plan and an updated cost/benefit analysis.

The technical and functional requirements in the HLBP, along with the policy direction approved by the Council, formed the basis for the development and issuance of a Request for Proposals (RFP) for a new budget system and an implementation firm. The chronology beginning on the next page spans the time period between September 2007 and June 2008. It documents the events that led up to issuing the RFP, the process for evaluating the responses to the RFP, and the end results of the evaluation.

September 2007

- ABT Program establishes the Budget Review Committee, a 13-member committee consisting of budget subject matter experts from county agencies and representatives from the Office of Information Resource Management, the budget office and county council staff.

October/November 2007

- Committee meets several times to develop and approve a charter, which establishes the Committee's objectives as follows:
  - *To review and develop a countywide budget development process that reflects best budget practices for the public sector;*
  - *To develop and implement an evaluation process for the selection of a budget system that meets the county's functional and technical requirements; and*
  - *To develop a schedule for implementing a selected budget system countywide.*
- Committee delegates RFP review and evaluation tasks to an eight-member sub-committee, chaired by the ABT Program Manager, consisting of an additional ABT program representative, two county agency representatives, two budget office representatives and two county council staff representatives.

November/December 2007

- ABT staff develops draft RFP.
- ABT staff develops draft evaluation criteria and methodology for scoring the proposal narrative based upon the following criteria:
  - Proposer's general background, qualifications and references;
  - Quality of project management team;
  - Compliance of proposed budget solution with the county's technical and functional requirements;
  - Quality of implementation, training and maintenance plans; and
  - Quality of responses to essay questions.
- County procurement adds evaluation components for price, acceptance of the county's standard contract terms and conditions, and extent of small contractor and supplier participation.

January/February 2008

- Sub-committee reviews and approves RFP, evaluation criteria and scoring methodology.
- On January 25, the county issues an RFP to solicit proposals. On February 21, the county issues an addendum to the RFP clarifying that site visits, if conducted, will be used in the scoring.

- RFP closes on February 25. Five written proposals are received, as shown below.

Table 1. Responses to Budget System RFP

Proposer	Proposed Software
AST	▪ Public Sector Budgeting (PSB) ▪ Enterprise Planning and Budgeting (EPB)
Oracle	▪ Hyperion ▪ Discretionary Capital Expenditure Blueprint (Cap Ex)
Neubrain	▪ Cognos Enterprise Planning ▪ Cognos Business Intelligence
Copperleaf	▪ Asset Investment Planning
CIP Planner	▪ CIPAce ▪ Third-party software

March

- Sub-committee reviews RFPs and scores written proposals. Based on the results in Table 1, the top three (Oracle, AST, and Neubrain) are selected as finalists to proceed to the next phase of the evaluation (the demonstration and interview).
- Procurement notifies Copperleaf and CIP Planner that they will not continue in the process.

Table 2. Scores on Written Proposals

Criteria	AST	Neubrain	Oracle	Copperleaf	CIP Planner
Proposal Narrative*	277	247	262	198	189
Pricing	56	40	24	52	60
Terms and Conditions	20	0	0	0	0
TOTAL	353	287	286	251	249
Ranking	**1**	**2**	**3**	**4**	**5**

***Proposal narrative includes summary of qualifications; response to the county's technical and functional requirements for a budget system; management, implementation, training and maintenance plans; and response to essays.**

April

- Sub-committee prepares for demonstrations and interviews. Sub-committee develops "demo scripts" and interview questions. Procurement sends them to the three finalists.
- Demonstrations and interviews are held on April 4 (Neubrain/Cognos), April 9 (AST/PSB and EPB) and April 11 (Oracle/Hyperion and Cap Ex).
    - During Oracle's demonstration, the sub-committee learns that Cap Ex is a system for fixed assets and not a capital budget system as required in the RFP.
    - During AST's demonstration, AST informs the county that EPB will no longer be supported. As an alternative, AST demonstrates Project Suite and Scorecard for to replace the functions that would have been provided by EPB --performance management and operating/capital budget analysis (including forecasting, "what if" scenarios, and multi-dimensional analysis of actual and budget revenues and costs).
- Five sub-committee members conduct site visit to Howard County, Maryland for demonstration of Howard County's use of Cognos. Also attended Cognos Government Forum. (April 15)

April/May

- On April 17, AST submits a revised proposal and pricing, which "officially" eliminates EPB and substitutes Project Suite and Scorecard as demonstrated on April 9.
- Over a period of several weeks, sub-committee conducts conference/reference calls with the following jurisdictions and entities to gain further understanding of how each system is actually used and to identify Oracle/Hyperion and AST/Public Sector Budgeting sites to visit.
    - USAF – Neubrain/Cognos
    - Howard County CIO – Neubrain/Cognos (as a follow-up to site visit)
    - UCLA – Oracle/Hyperion
    - Lockheed-Martin – Oracle/Hyperion
    - Univar – Oracle/Hyperion
    - Polk County – AST/Public Sector Budgeting
    - Knoxville – AST/Public Sector Budgeting

- Upon completion of conference and reference calls, sub-committee concludes that visits to the Oracle/Hyperion sites (UCLA, Lockheed-Martin or Univar)[1] would not be productive because:
    - Neither UCLA, Lockheed-Martin nor Univar follow a budget process similar to the county's, with its many layers of budget development and approval.
    - Their use of the software is not applicable to the way the county would use it.
        - UCLA's departments do not use Hyperion; they develop their budgets off-line for input by a central budget office.
        - Lockheed is using Hyperion as a contract management system.
        - Univar is using Hyperion for its 2008 operating budget, but the nature of its budget (it is built on cost centers instead of a chart of accounts) is very different from King County's.
- Subcommittee also concludes that visits to AST/Public Sector Budgeting sites (Polk County and Knoxville) would not be useful because: (1) the subcommittee had already seen a demonstration of PSB the previous summer; and (2) neither site had implemented either EPB or Project Suite or Scorecard

May

- On May 16, Oracle submits revised pricing, which eliminates Cap Ex and substitutes a custom design of Hyperion for the capital budget system.
- ABT staff consults with procurement for direction on how to treat the revised proposals from AST and Oracle. Procurement advises that the revised proposals cannot be accepted because there is no provision in the RFP for revising proposals after the RFP closes.
- ABT staff seeks direction from procurement regarding AST's proposal (since AST withdrew its recommendation for EPB and substituted Project Suite and Scorecard during its demonstration) and Oracle's proposal (since Oracle demonstrated a system for capital asset management, Cap Ex, which was not requested in the RFP and did not meet the county's need for a capital budget system).
- Procurement advises the sub-committee to rescore AST and Oracle's written proposals and finalize scoring for the demonstrations and interviews.

[1] These sites were suggested by Oracle because Oracle could not identify any government sites using Hyperion.

- On May 22, May 27, and May 28 sub-committee meets to finish scoring as advised, with the following results.[2]
    - AST's written proposal score changes from 277 to 249, largely due to the fact that AST's proposed software solution for performance management and operating/capital budget analysis was no longer viable.
    - Oracle's written proposal score changes from 262 to 252; largely due to the fact that Oracle's proposal lacked a solution for a capital budgeting system.

- ABT staff calculates grand totals, with the following results in order of ranking. Sub-committee reaches consensus to recommend Neubrain.

Table 3. Total Scores for Finalists

Criteria	Neubrain	AST	Oracle
Proposal Narrative	247	249	252
Pricing	40	56	24
Terms and Conditions	0	20	0
Subtotal	287	325	276
SCS* Participation	0	0	0
Demo and Interview	350	309	284
Grand Totals	**637**	**634**	**560**
Ranking	**1**	**2**	**3**

*Small Contractor and Supplier

- On May 29, sub-committee briefs full committee and recommends contracting with Neubrain. By a show of hands, there is 100% consensus to recommend Neubrain to the ABT Management Team (Director of the Office of Budget, Director of Office of Information Resource Management, and Director of Department of Executive Services)**.**

June

- On June 10, the ABT program manager briefs the ABT Management Team and receives direction to prepare for transmittal to the Council a proposal to purchase Cognos software and contract with Neubrain as the implementation firm.

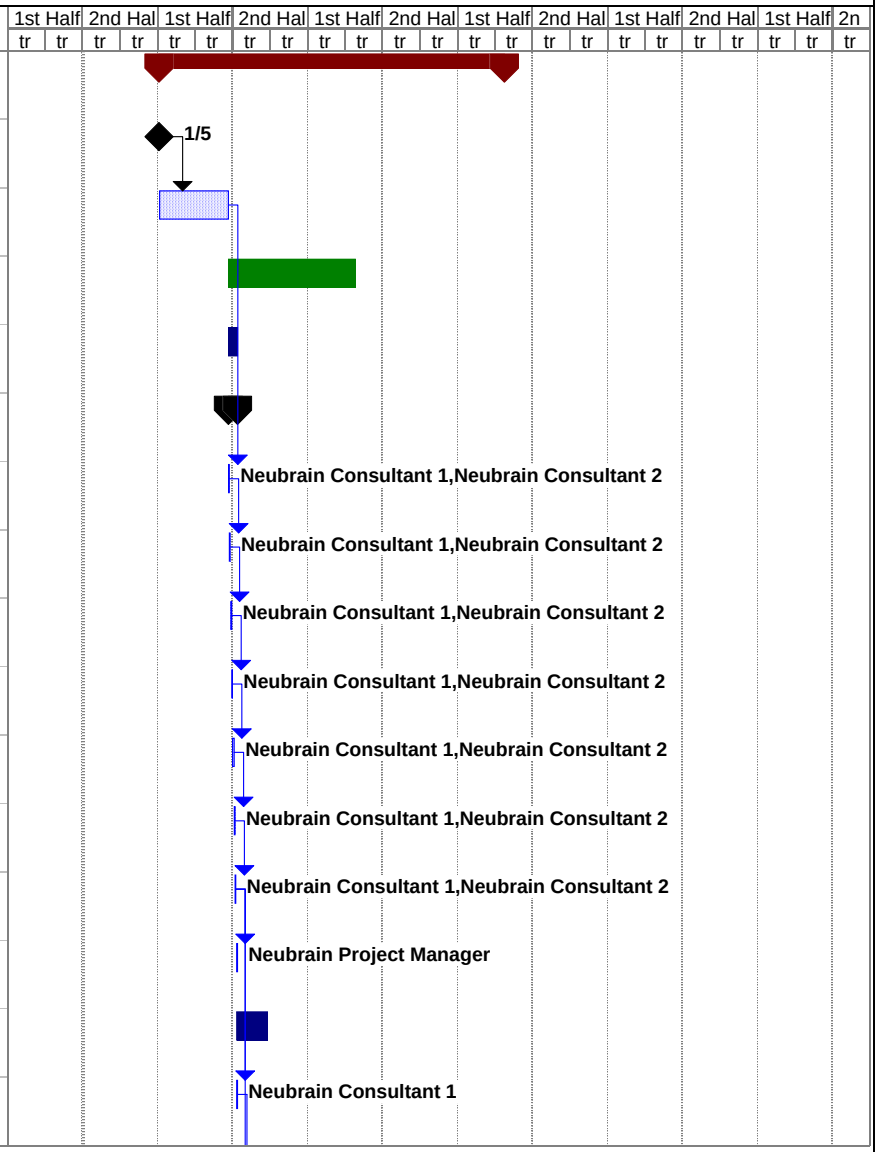
[2] Rescoring the written proposal did not change the rankings developed in March. AST, Neubrain and Oracle remain as the top three scorers above Copperleaf and CIP Planner.

King County
ABT PROGRAM
Accountable Business Transformation

APPENDIX D: BUDGET SYSTEMS PROJECT PLAN AND SCHEDULE

Budget System Project Plan and Schedule

ID	Task Name
1	**Budget Systems Project Plan**
2	Project Kickoff
3	Business Process Review
4	**Capital Budget Development**
5	**1 Planning, requirements review and analysis**
6	**1.2 Requirements review and analysis**
7	1.2.1 Provide details of current processes (inputs, processes and outputs)
8	1.2.2 Provide requirements for desired solution
9	1.2.3 Review requirements and business processes
10	1.2.4 Review data sources and interfaces
11	1.2.5 Identify potential gaps
12	1.2.6 Draft Requirements Document
13	1.2.7 Review Requirements Document
14	1.2.8 Completion of the Detailed Work Plan
15	**2 Design and develop Budget models**
16	2.1 Examine solution for Gaps in requirement review



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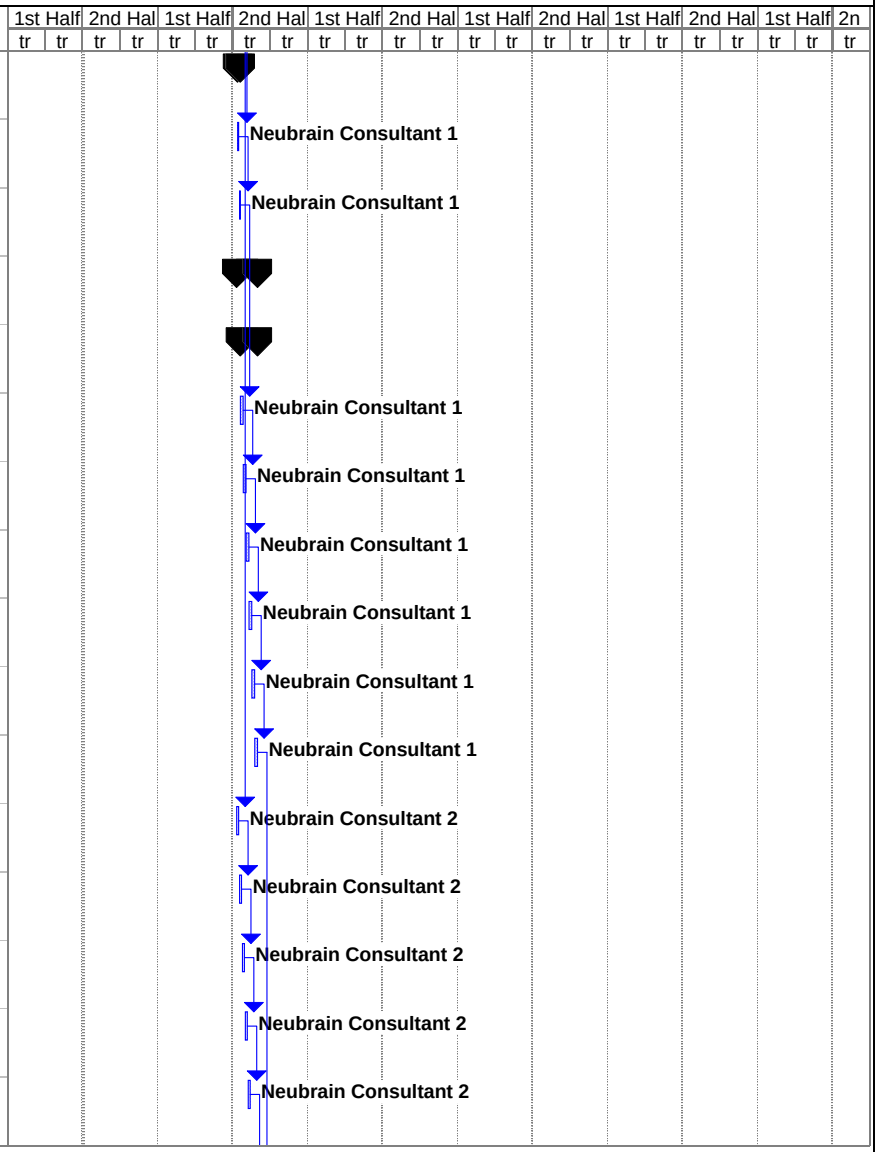
Task		Rolled Up Task		External Tasks	
Progress		Rolled Up Milestone		Project Summary	
Milestone		Rolled Up Progress		Group By Summary	
Summary		Split		Deadline	

Budget System Project Plan and Schedule

ID	Task Name	Resource Name
17	**2.3 Install and Configure Cognos Software**	
18	2.3.1 Install and configure Cognos clients	Neubrain Consultant 1
19	2.3.2 Test configuration and network performance	Neubrain Consultant 1
20	**2.4 Design and Develop Analyst Models**	
21	**2.4.1 Interface**	
22	2.4.1.1 Develop data conversion scripts to prepare source files	Neubrain Consultant 1
23	2.4.1.2 Develop scripts to import data into Cognos	Neubrain Consultant 1
24	2.4.1.3 Automate and run data imports (completion of data conversion)	Neubrain Consultant 1
25	2.4.1.4 Validate imported data (acceptance of data conversion)	Neubrain Consultant 1
26	2.4.1.5 Develop macros to export data from Cognos into GL/Finance	Neubrain Consultant 1
27	2.4.1.6 Test and validate exported data	Neubrain Consultant 1
28	2.4.2 Create Analyst D-Lists and D-Cubes	Neubrain Consultant 2
29	2.4.3 Creation of Budget Entry Forms	Neubrain Consultant 2
30	2.4.4 Incorporate Versions	Neubrain Consultant 2
31	2.4.5 What If Scenarios	Neubrain Consultant 2
32	2.4.6 Engineering Estimates	Neubrain Consultant 2



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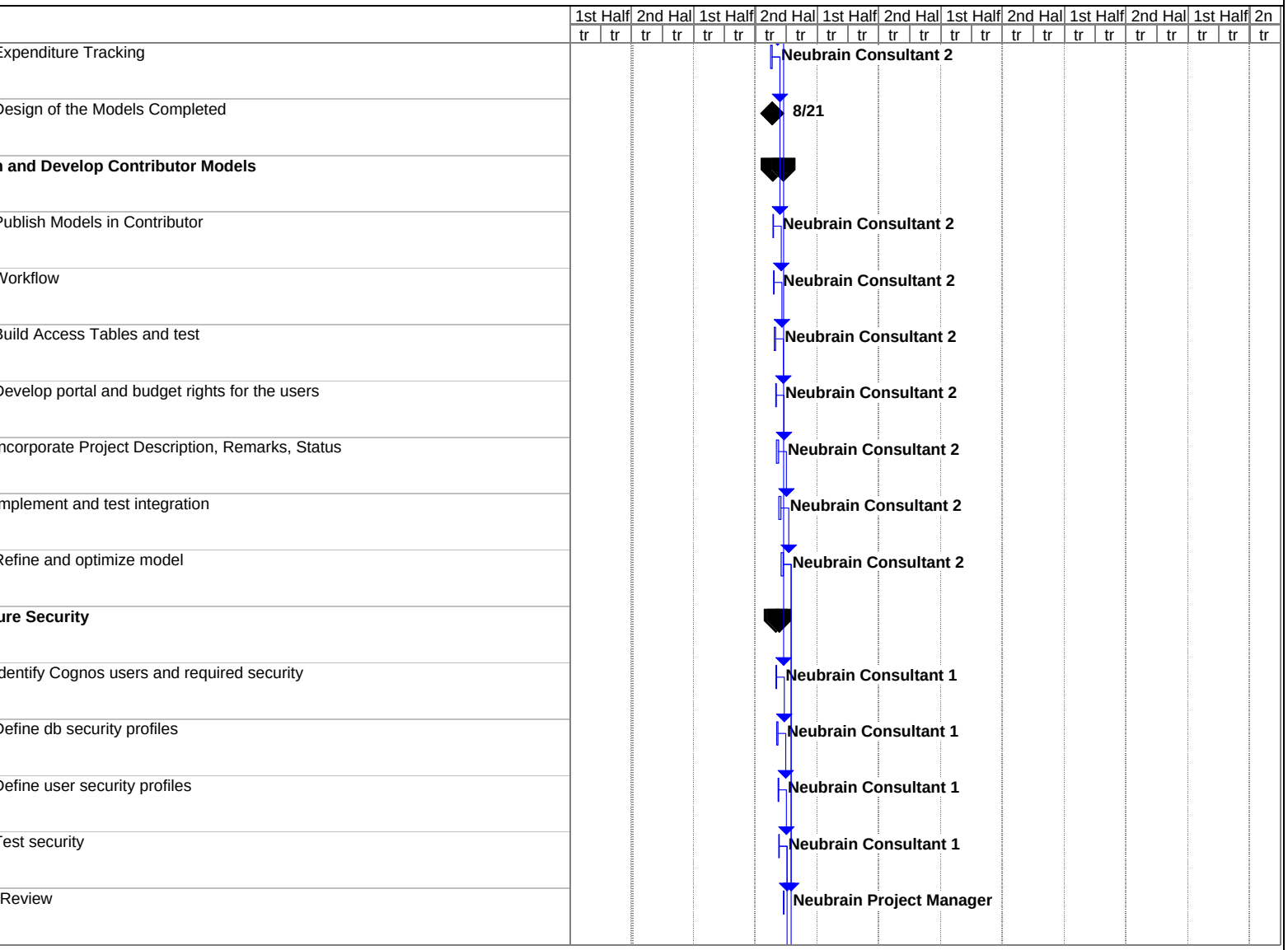
External Tasks
Project Summary
Group By Summary
Deadline

Budget System Project Plan and Schedule

ID	Task Name	Resource
33	2.4.7 Expenditure Tracking	Neubrain Consultant 2
34	2.4.8 Design of the Models Completed	8/21
35	**2.5 Design and Develop Contributor Models**	
36	2.5.1.Publish Models in Contributor	Neubrain Consultant 2
37	2.5.2 Workflow	Neubrain Consultant 2
38	2.5.3 Build Access Tables and test	Neubrain Consultant 2
39	2.5.4 Develop portal and budget rights for the users	Neubrain Consultant 2
40	2.5.5 Incorporate Project Description, Remarks, Status	Neubrain Consultant 2
41	2.5.6 Implement and test integration	Neubrain Consultant 2
42	2.5.7 Refine and optimize model	Neubrain Consultant 2
43	**2.6 Configure Security**	
44	2.6.1 Identify Cognos users and required security	Neubrain Consultant 1
45	2.6.2 Define db security profiles	Neubrain Consultant 1
46	2.6.3 Define user security profiles	Neubrain Consultant 1
47	2.6.4 Test security	Neubrain Consultant 1
48	2.7 Quality Review	Neubrain Project Manager



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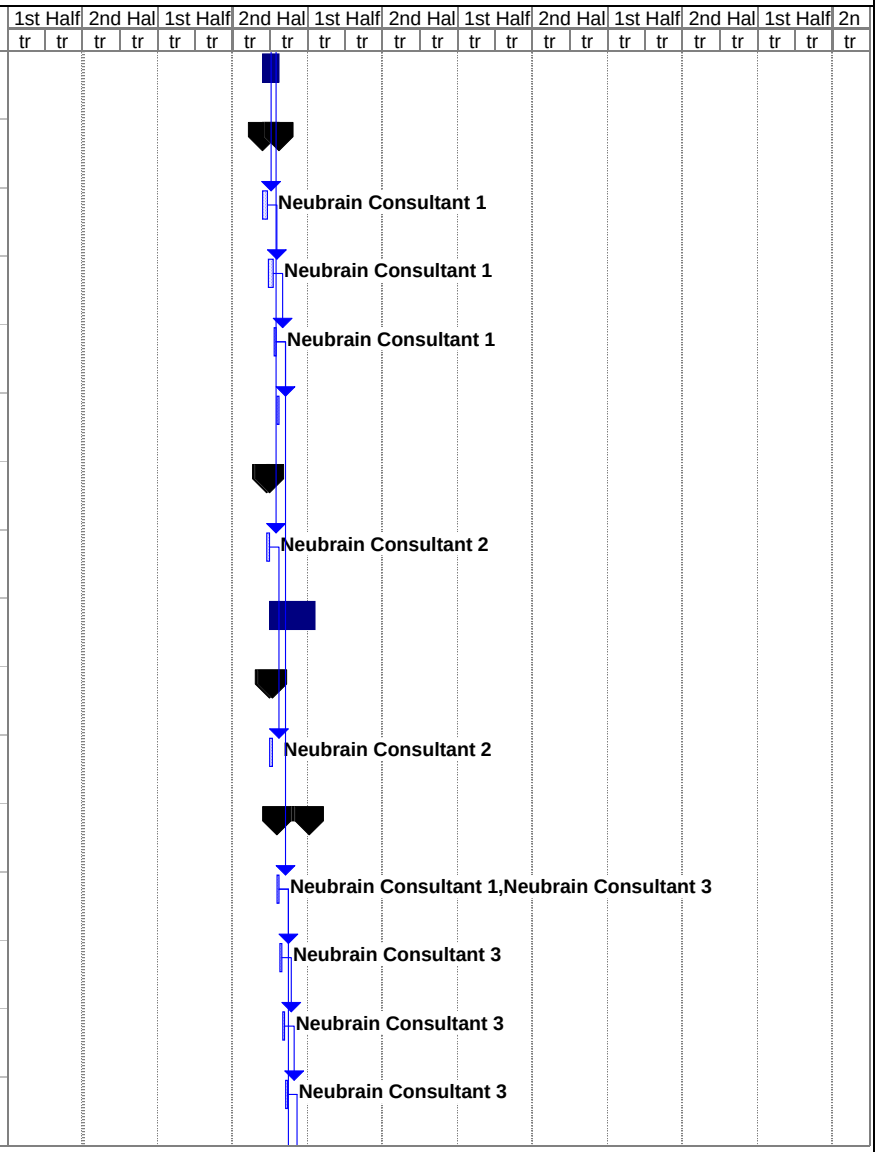
External Tasks
Project Summary
Group By Summary
Deadline

Budget System Project Plan and Schedule

ID	Task Name	Resource Names
49	**3 Budget model testing, training and deployment**	
50	**3.1 User Acceptance Testing**	
51	3.1.1 Test application	Neubrain Consultant 1
52	3.1.2 Resolve test incidents	Neubrain Consultant 1
53	3.1.3 Documentation	Neubrain Consultant 1
54	3.1.4 Final Acceptance of the Model	
55	**3.2 Budget Model Training**	
56	3.2.1 Deliver End User Application Training Sessions (10 sessions)	Neubrain Consultant 2
57	**4 Report Development**	
58	**4.1 Training**	
59	4.1.1 Cognos 8 BI Analysis - End User Class (10 sessions)	Neubrain Consultant 2
60	**4.2 Budget Book Reports**	
61	4.2.1 Review and validate Reporting Specifications with King County	Neubrain Consultant 1,Neubrain Consultant 3
62	4.2.2 Develop Framework Manager Model	Neubrain Consultant 3
63	4.2.3 Setup Cognos 8 BI Portal for use	Neubrain Consultant 3
64	4.2.4 Report of Capital Program Summary	Neubrain Consultant 3



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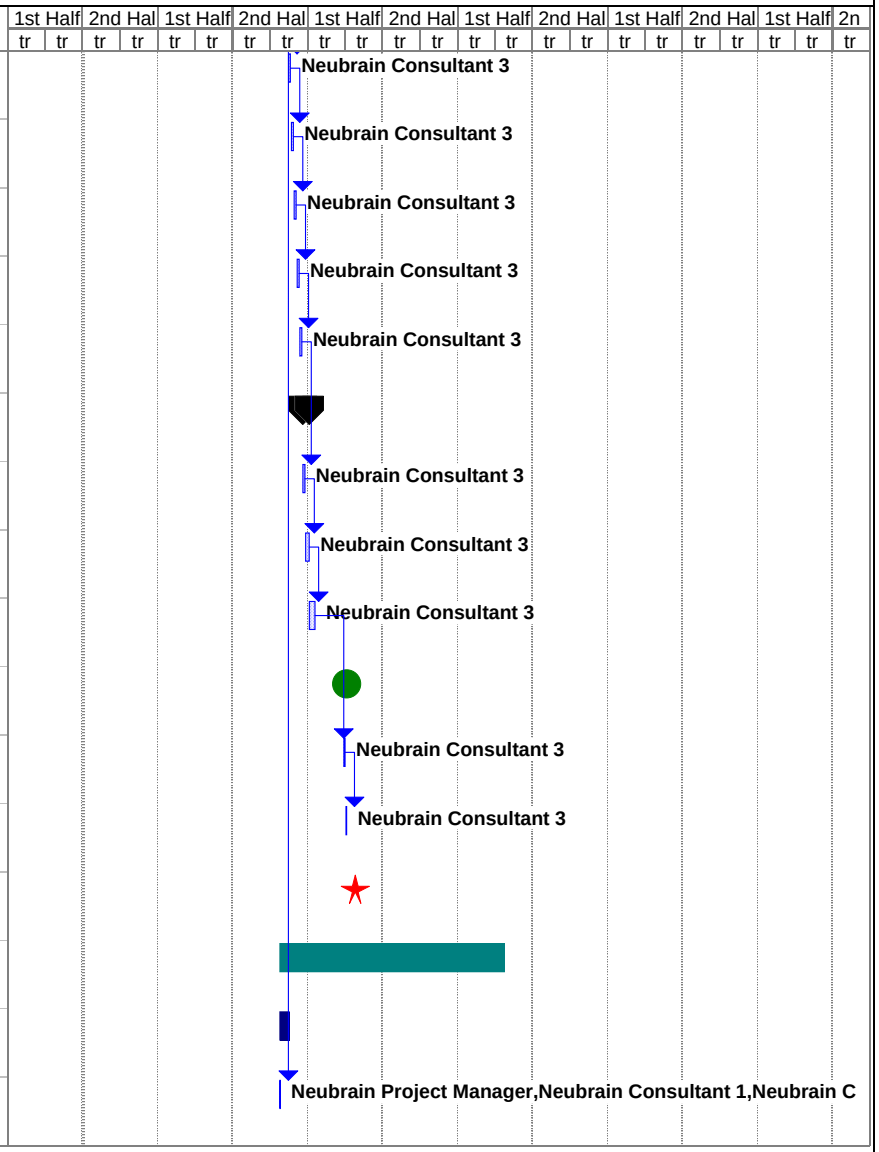
Task		Rolled Up Task		External Tasks	
Progress		Rolled Up Milestone		Project Summary	
Milestone		Rolled Up Progress		Group By Summary	
Summary		Split		Deadline	

Budget System Project Plan and Schedule

ID	Task Name
65	4.2.5 Capital Budget by Source of Funds
66	4.2.6 Year Capital Improvement Program Summary
67	4.2.7 Capital Budget Extended Summary
68	4.2.8 Program Summary by Project
69	4.2.9 Project Detail Parts
70	**4.2.8 Testing**
71	4.2.8.1 End user testing
72	4.2.8.2 Test Incident Resolution
73	4.3 Knowledge Transfer & Documentation
74	**5 Deployment**
75	5.1 Migrate Models from test into production Environment
76	5.2 Rollout Model to User Community
77	**6 Launch & production support**
81	**Operating Budget Development**
82	**1 Planning, requirements review and analysis**
83	1.1 Project Kickoff



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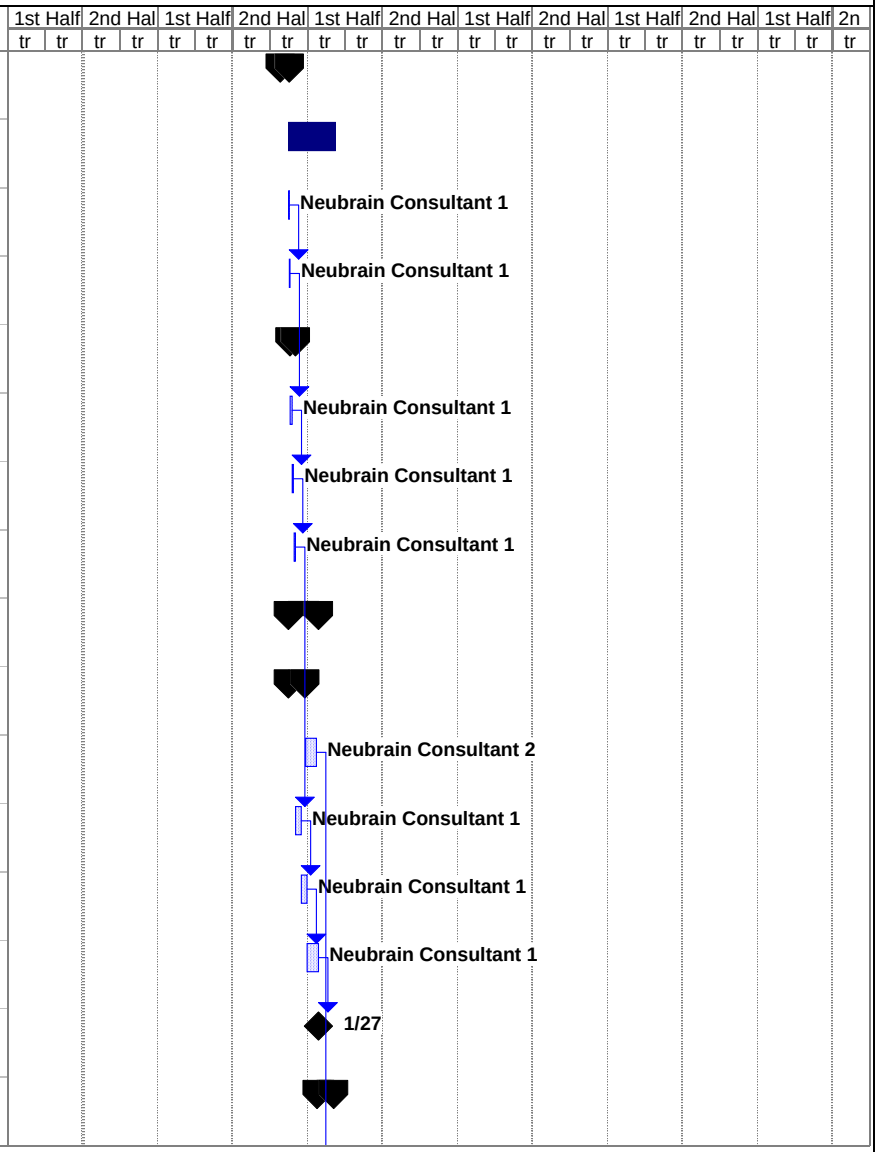
Task		Rolled Up Task		External Tasks	
Progress		Rolled Up Milestone		Project Summary	
Milestone		Rolled Up Progress		Group By Summary	
Summary		Split		Deadline	

Budget System Project Plan and Schedule

ID	Task Name
84	**1.2 Requirements review and analysis**
93	**2 Design and develop Budget models**
94	2.1 Examine solution for Gaps in requirement review
95	2.2 Design High Level Solution Architecture
96	**2.3 Install and Configure Cognos Software**
97	2.3.1 Install Cognos software on servers
98	2.3.2 Install and configure Cognos clients
99	2.3.3 Test configuration and network performance
100	**2.4 Design and Develop Analyst Models**
101	**2.4.1 Interface**
108	2.4.2 Salary & Benefits Forecasting Model
109	2.4.3 New Programs
110	2.4.4 Fixed Costs
111	2.4.5 Budgeting Model
112	2.4.6 Development of Model Design Completed
113	**2.5 Design and Develop Contributor Models**



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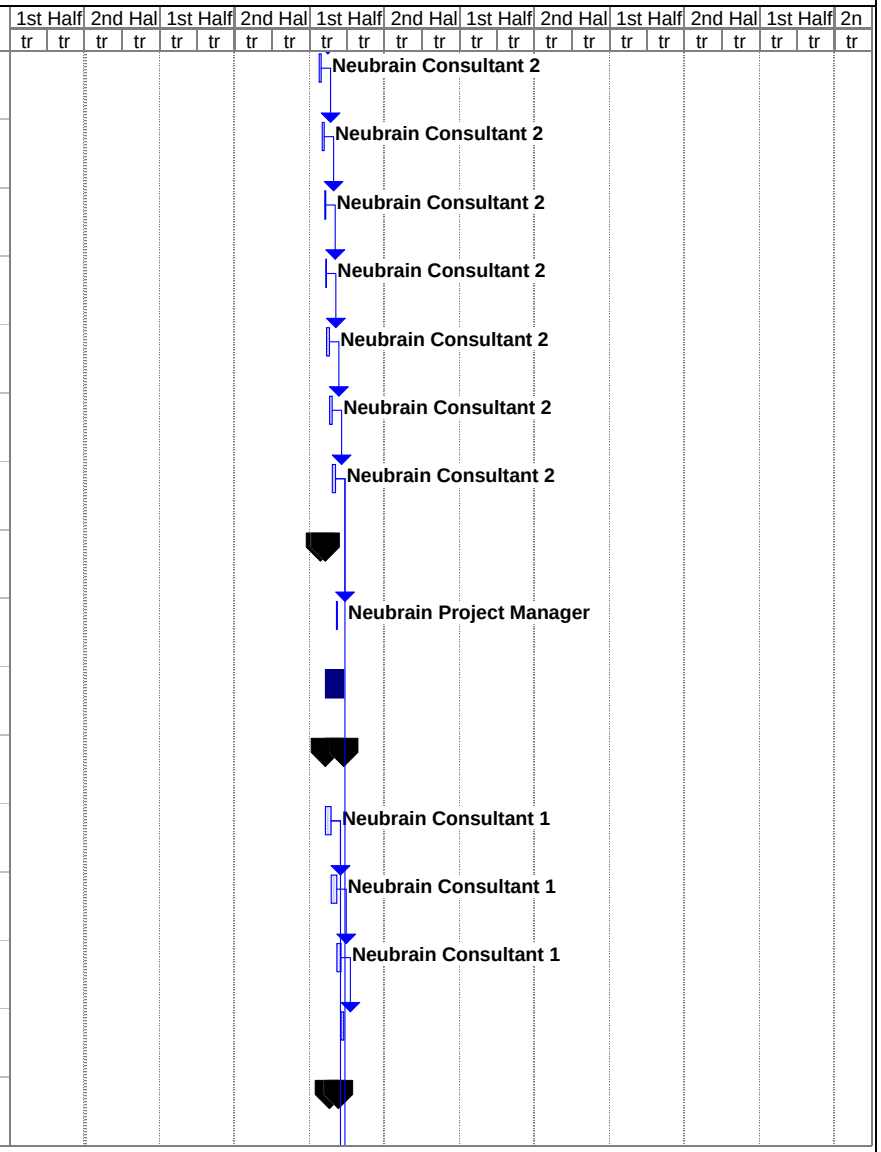
Task		Rolled Up Task		External Tasks	
Progress		Rolled Up Milestone		Project Summary	
Milestone		Rolled Up Progress		Group By Summary	
Summary		Split		Deadline	

ID	Task Name	Resource
114	2.5.1.Publish Models in Contributor	Neubrain Consultant 2
115	2.5.2 Workflow	Neubrain Consultant 2
116	2.5.3 Build Access Tables and test	Neubrain Consultant 2
117	2.5.4 Develop portal and budget rights for the users	Neubrain Consultant 2
118	2.5.5 Incorporate Project Description, Remarks, Status	Neubrain Consultant 2
119	2.5.6 Implement and test integration	Neubrain Consultant 2
120	2.5.7 Refine and optimize model	Neubrain Consultant 2
121	**2.6 Configure Security**	
126	2.7 Quality Review	Neubrain Project Manager
127	**3 Budget model testing, training and deployment**	
128	**3.1 User Acceptance Testing**	
129	3.1.1 Test application	Neubrain Consultant 1
130	3.1.2 Resolve test incidents	Neubrain Consultant 1
131	3.1.3 Documentation	Neubrain Consultant 1
132	3.1.4 Final Acceptance of the Model	
133	**3.2 Budget Model Training**	



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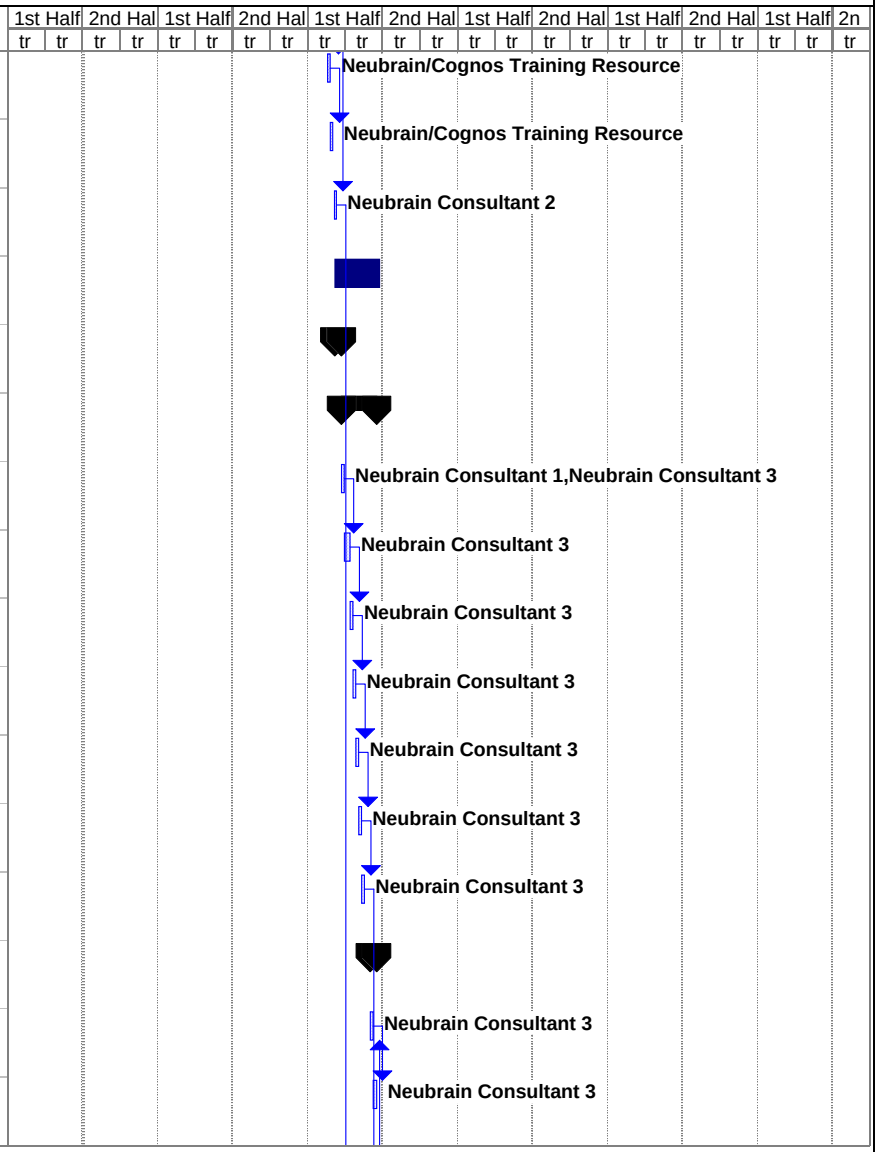
Task		Rolled Up Task		External Tasks	
Progress		Rolled Up Milestone		Project Summary	
Milestone		Rolled Up Progress		Group By Summary	
Summary		Split		Deadline	

Budget System Project Plan and Schedule

ID	Task Name	Resource Names
134	3.2.1 Deliver Analyst Training Class (on-site)	Neubrain/Cognos Training Resource
135	3.2.2 Deliver Contributor Administrator Training Class (on-site)	Neubrain/Cognos Training Resource
136	3.2.3 Deliver End User Application Training Sessions (10 sessions)	Neubrain Consultant 2
137	**4 Report Development**	
138	**4.1 Training**	
143	**4.2 Operational Reports**	
144	4.2.1 Review and validate Reporting Specifications with King County	Neubrain Consultant 1,Neubrain Consultant 3
145	4.2.2 Develop Framework Manager Model	Neubrain Consultant 3
146	4.2.3 Setup Cognos 8 BI Portal for use	Neubrain Consultant 3
147	4.2.4 Budget Line Item Report	Neubrain Consultant 3
148	4.2.5 Revenue Line Item Report	Neubrain Consultant 3
149	4.2.6 Trace Report	Neubrain Consultant 3
150	4.2.7 Employee Summary Report By Job Class	Neubrain Consultant 3
151	**4.2.8 Testing**	
152	4.2.8.1 End user testing	Neubrain Consultant 3
153	4.2.8.2 Test Incident Resolution	Neubrain Consultant 3



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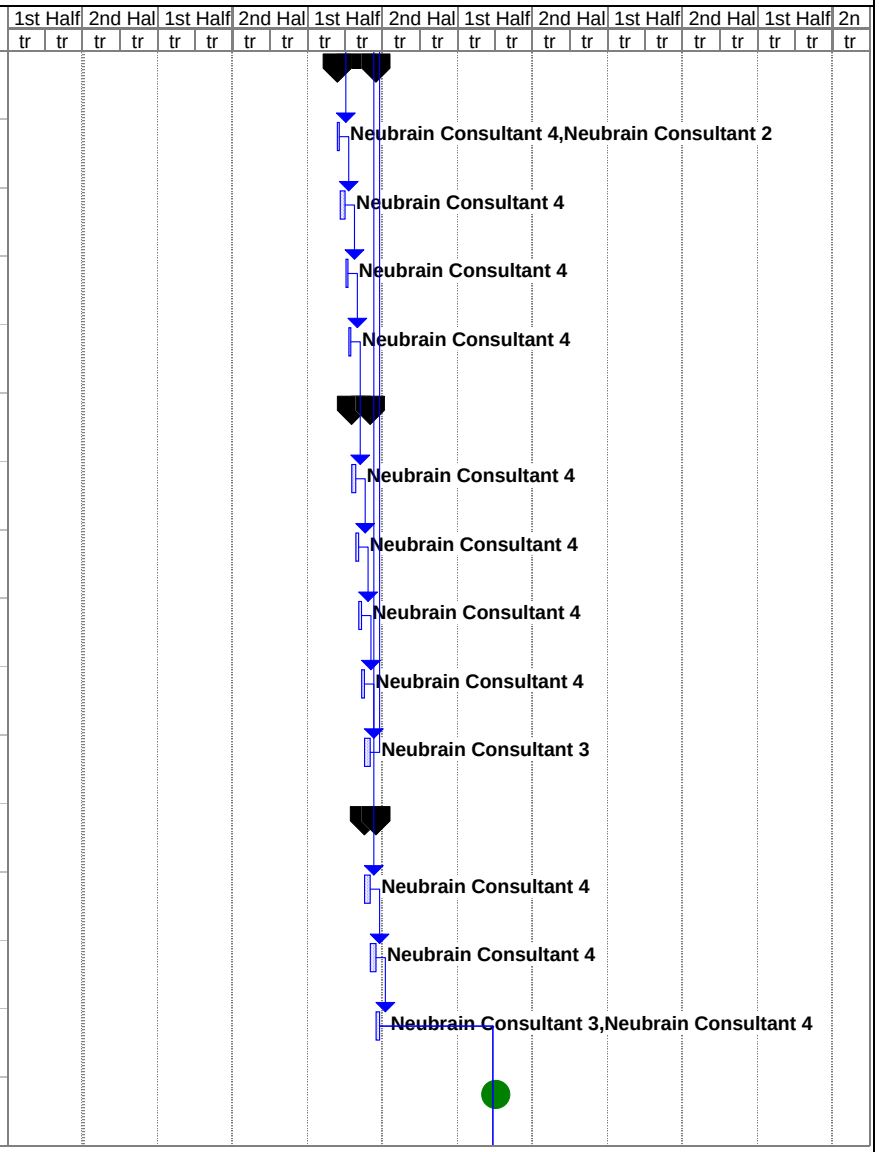
External Tasks
Project Summary
Group By Summary
Deadline

ID	Task Name
154	**4.3 Budget Book Reports**
155	4.3.1 Review and Validate Reporting Specifications with King County
156	4.3.2 Develop Framework Manager Model
157	4.3.3 Setup Cognos 8 BI Portal for use
158	4.3.4 Operating Budget Ordinance Report
159	**4.3.5 Proposed/Approved Operating Budget Detail**
160	4.3.5.1 Summary Section
161	4.3.5.2 Revenue Section
162	4.3.5.3 Expense Section
163	4.3.5.4 Restricted Funds Statements
164	4.4.Other Reports
165	**4.3.6 Testing**
166	4.5.1 End user testing
167	4.5.3 Test Incident Resolution
168	4.6 Knowledge Transfer & Documentation
169	**5 Deployment**



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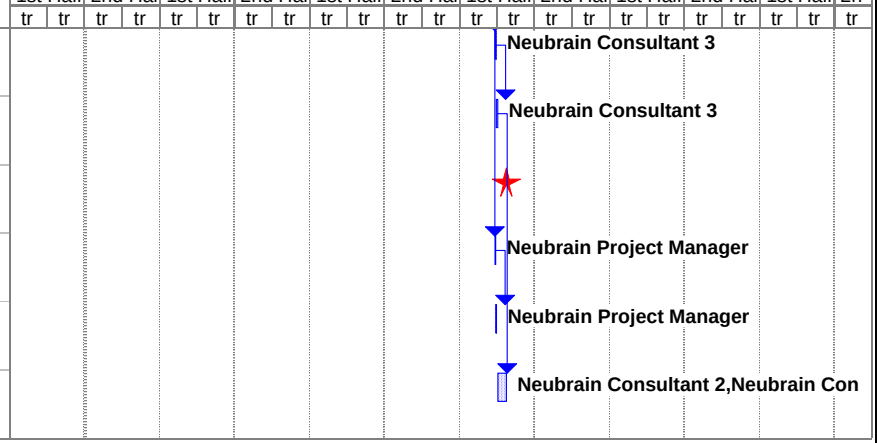
Task		Rolled Up Task		External Tasks	
Progress		Rolled Up Milestone		Project Summary	
Milestone		Rolled Up Progress		Group By Summary	
Summary		Split		Deadline	

ID	Task Name	Resource Names
170	5.1 Migrate Models from test into production Environment	Neubrain Consultant 3
171	5.2 Rollout Model to User Community	Neubrain Consultant 3
172	**6 Launch & production support**	
173	6.1 Delivery of Go-Forward Plan	Neubrain Project Manager
174	6.2 Project Closeout	Neubrain Project Manager
175	6.3 Production Support	Neubrain Consultant 2,Neubrain Con



Project: Appendix E - King County Pro
Date: Wed 7/2/08

Task		Rolled Up Task		External Tasks	
Progress		Rolled Up Milestone		Project Summary	
Milestone		Rolled Up Progress		Group By Summary	
Summary		Split		Deadline	

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APPENDIX E: RESPONSE TO OMB CONCERNS ON BUDGET SYSTEMS PHASING

OMB Concerns on Budget System Phasing (6/2/2008)

1. A significant risk of going live with Oracle on 1/1/2011 is the following: **Schedule Slippage** - If there is slippage the implementation schedule for EBS implementation, how does that impact going live with CIP budget on 4/1/10 to be interfaced to EBS on 1/1/2011? Does that create additional risk?

   Response:
   This is a risk. However, the thought of having the capital budget system live April 2010 is to provide an early deliverable for the budget system and support the 2011 capital budget process. To mitigate the risk, the Budget Systems project will work closely with the Finance System project to determine if a slippage is imminent. If so, the Budgets project team will develop a crosswalk to ensure that users can reconcile new COA to legacy COA accounts.

2 OMB thinks agencies would lean toward implementing both Operating and Capital Budgeting systems at the same time.

   Response:
   The phased implementation is to provide some functionality in a shorter period of time. The business representatives on the budget review subcommittee agreed with the approach.

3. It is recommended that a new budget system not be installed until financial/payroll systems are stable. The phasing proposal is not consistent with this recommendation.
   Recommendation from other jurisdictions and ABT QA consultant

   Response:
   The capital budget system implementation is a compromise between the critical need for a budget system and the best case scenario of waiting. The risks are mitigated by having a small implementation team and very tightly managed project scope, limiting interfaces to file transfers similar to today's environment.

4. Essbase and CIP base both have the flexibility to adapt to the new chart of accounts and interface to the EBS and Peoplesoft position management. A temporary interface would need to be built accomplish this and the new chart of accounts would need to be implemented in these legacy budget systems. However this would provide the benefit of all agencies moving to new budget system a one time. It would also minimize risk of leading with the budgets systems which is dependent on a new chart of accounts (COA) and timing of the COA is unknown.

   Response
   Development of a major portion of the new Chart of Accounts is scheduled for September 2008 with design completed by March 2009. This fits with the Budget Systems project in that business process development is scheduled for completion June 2009. Interfacing Essbase and CIP to EBS and

PeopleSoft present the same issues with interfacing Cognos to EBS and PeopleSoft. In the former, the interfaces would be throwaway effort.

5. To implement a new capital budget system on the proposed timeline the following conditions would need to be met.

   - New Chart of accounts would need to be stable and final by 10/01/09 and to inform new budget system.

     Response
     The current schedule calls for this timeline.

   - We would need to lock down the chart of accounts and new CIP budget process one year ahead of go live so that we have a definitive budget model and process to implement.

     Response
     The current schedule calls for this timeline.

   - The budget business process (deliverable) has not been completed and we don't know how or when that will take place. Timing of this deliverable will impact phasing schedule. We don't know what are the steps are to complete the new budget business process. What is budget process development timeline? How does it fit in with phased or big bang schedule?

     Response
     This is scheduled for June 2009.

   Questions

6. Why not implement both processes at the same time on 4/1/11?

   Response
   The proposed phased schedule addresses the need for a deliverable before 4/11.

7. What steps need to take place prior to going live with a new CIP budget system?

   - Training of OMB central analyst staff that will run new budget system.

     Response
     Training is a part of the project proposal

   - Training of 2 technical (DBA types, one lead and one backup) to support and develop new system.

     Response
     Technical training is part of the project proposal

   - Develop the new budget business process and get buy off from SMEs and stakeholders.

     Response

Budget business process review and development is a part of the proposal.

- Chart of Accounts locked down and final – would need final by Oct. 1, 2009 without exception.

  Response
  This will occur before the Oct. 1, 2009 date

- Migrate legacy data

  Response
  Legacy data migration will follow the plans for the financial data. Balances will be brought forward, however detail will remain on the legacy system.

- Build the budget model in new budget system.

  Response
  This is part of the project proposal.

- Streamline CIP budget reporting oversite environment. Currently includes 17 separate CIP reports and there is the potential to stream line this to 8.

  Response
  CIP reporting is part of the project proposal.

- Develop budget revision business process so new budget system can post a budget revision electronically with workflow to Oracle/EBS and Peoplesoft position management module.

  Response
  This functionality will not be in the first roll out of a Budget system.

- Build infrastructure – Technical Architecture Design

  Response
  This part of the project budget proposal.

- Documentation of new budget process and budget system

  Response
  This is part of the project proposal.

- Train users – new system is meant to be distributed so more training and support than current budget model is required to county agencies.

  Response
  This is part of the project proposal.

Capital Budget System

8. How does labor distribution feed costs to capital projects beginning 1/1/11 when not all agencies have migrated to PeopleSoft?

   Response
   Labor distribution for MSA employees will run through ARMS before entering EBS.

9. How will operating budgets that have links to capital budgets be handled if we phase in budget system?

   Response
   This will need to be addressed during the fit/gap analysis and business process development to determine current processes and what work arounds are needed for the one year.

10. What is timeframe for having chart of accounts and work breakdown structure done and crosswalked from old to new?

    Response
    This is scheduled for design completion March 2009.

11. What are impacts and risks of doing phased or big bang prior to complete EBS/Oracle and Peoplesoft/HR implementation?

    Response
    See Table 4: Budget Systems Risk Assessment. p. 24.

12. What are impacts and risks of doing a phased approach versus big bang approach?

    Response
    See Table 4: Budget Systems Risk Assessment, p. 24

Other Issues

13. Keep Essbase running with legacy data for a number of years after implementation. Not very expensive and data is heavily used. Or migrate Essbase data to OBIEE which Hyperion components and could potential house legacy Essbase data.

    - Migrate a least 3 years of Essbase data to new budget system

    Response
    Legacy data migration will follow the plans for the financial data. Balances will be brought forward, however detail will remain on the legacy system.

14. Public Health is a special case since they use their budget system for much more than other county agencies. Public Health Business budget process will need to be accommodated or changed. This will require heavy involvement of PH personnel and ABT staff.

    Response
    This will need to be addressed during the fit/gap analysis and business process development to determine current processes and requirements for a new budget system.

Likely scenario

15. 2010 Budget Prep – Essbase and CIPbase would interface to legacy financial systems

    Response
    Not proposed by ABT Program

16. 2011 Budget Prep – **Essbase** would interface to EBS/Peoplesoft – this requires new chart of accounts implemented in Essbase by Feb. 1, 2010. New CIP Budget System would interface to EBS – this requires new chart of accounts locked down by Oct 2009 to inform development of new CIP budget system.

    Response
    Not proposed by ABT Program

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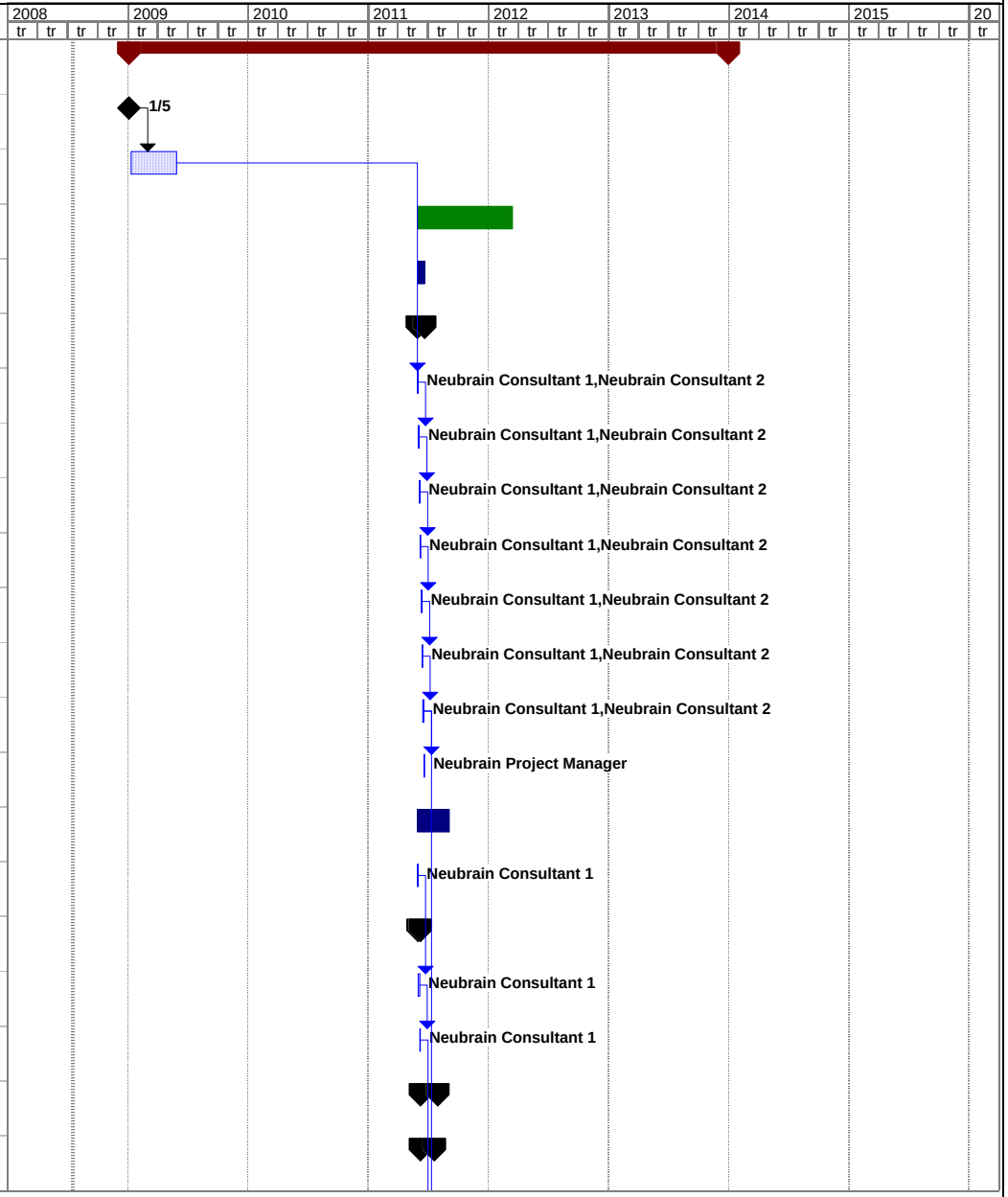
APPENDIX F: REVISED BUDGET SYSTEMS PROJECT PLAN AND SCHEDULE

Budget System Project Plan and Schedule

ID	Task Name
1	**Budget Systems Project Plan**
2	Project Kickoff
3	Business Process Review
4	**Capital Budget Development**
5	**1 Planning, requirements review and analysis**
6	**1.2 Requirements review and analysis**
7	1.2.1 Provide details of current processes (inputs, processes and outputs)
8	1.2.2 Provide requirements for desired solution
9	1.2.3 Review requirements and business processes
10	1.2.4 Review data sources and interfaces
11	1.2.5 Identify potential gaps
12	1.2.6 Draft Requirements Document
13	1.2.7 Review Requirements Document
14	1.2.8 Completion of the Detailed Work Plan
15	**2 Design and develop Budget models**
16	2.1 Examine solution for Gaps in requirement review
17	**2.3 Install and Configure Cognos Software**
18	2.3.1 Install and configure Cognos clients
19	2.3.2 Test configuration and network performance
20	**2.4 Design and Develop Analyst Models**
21	**2.4.1 Interface**

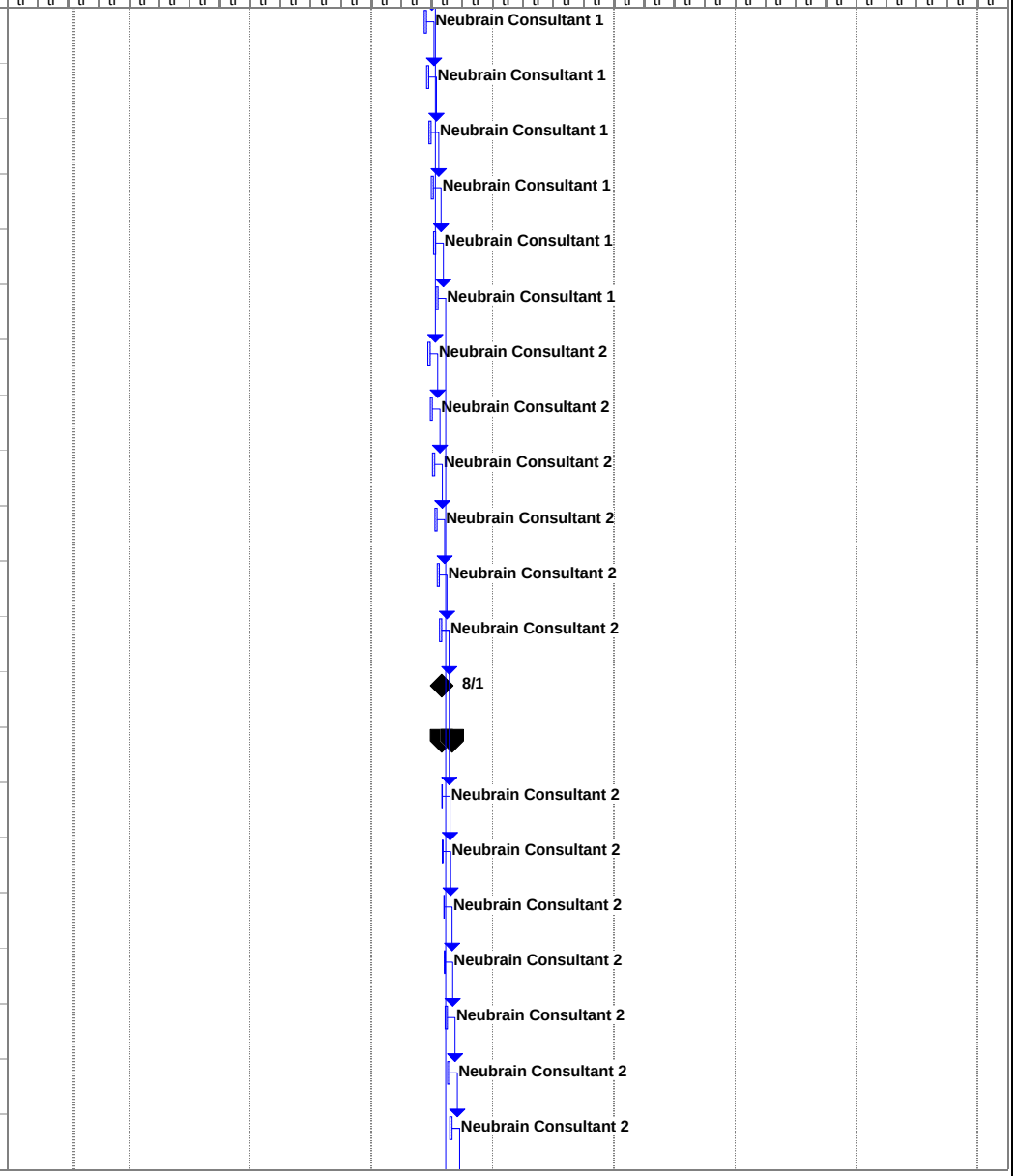


Project: Appendix E - King County Pro
Date: Tue 7/15/08

Task
Progress
Milestone
Summary
Rolled Up Task
Rolled Up Milestone
Rolled Up Progress
Split
External Tasks
Project Summary
Group By Summary
Deadline

Budget System Project Plan and Schedule

ID	Task Name	Resource
22	2.4.1.1 Develop data conversion scripts to prepare source files	Neubrain Consultant 1
23	2.4.1.2 Develop scripts to import data into Cognos	Neubrain Consultant 1
24	2.4.1.3 Automate and run data imports (completion of data conversion)	Neubrain Consultant 1
25	2.4.1.4 Validate imported data (acceptance of data conversion)	Neubrain Consultant 1
26	2.4.1.5 Develop macros to export data from Cognos into GL/Finance	Neubrain Consultant 1
27	2.4.1.6 Test and validate exported data	Neubrain Consultant 1
28	2.4.2 Create Analyst D-Lists and D-Cubes	Neubrain Consultant 2
29	2.4.3 Creation of Budget Entry Forms	Neubrain Consultant 2
30	2.4.4 Incorporate Versions	Neubrain Consultant 2
31	2.4.5 What If Scenarios	Neubrain Consultant 2
32	2.4.6 Engineering Estimates	Neubrain Consultant 2
33	2.4.7 Expenditure Tracking	Neubrain Consultant 2
34	2.4.8 Design of the Models Completed	8/1
35	**2.5 Design and Develop Contributor Models**	
36	2.5.1.Publish Models in Contributor	Neubrain Consultant 2
37	2.5.2 Workflow	Neubrain Consultant 2
38	2.5.3 Build Access Tables and test	Neubrain Consultant 2
39	2.5.4 Develop portal and budget rights for the users	Neubrain Consultant 2
40	2.5.5 Incorporate Project Description, Remarks, Status	Neubrain Consultant 2
41	2.5.6 Implement and test integration	Neubrain Consultant 2
42	2.5.7 Refine and optimize model	Neubrain Consultant 2



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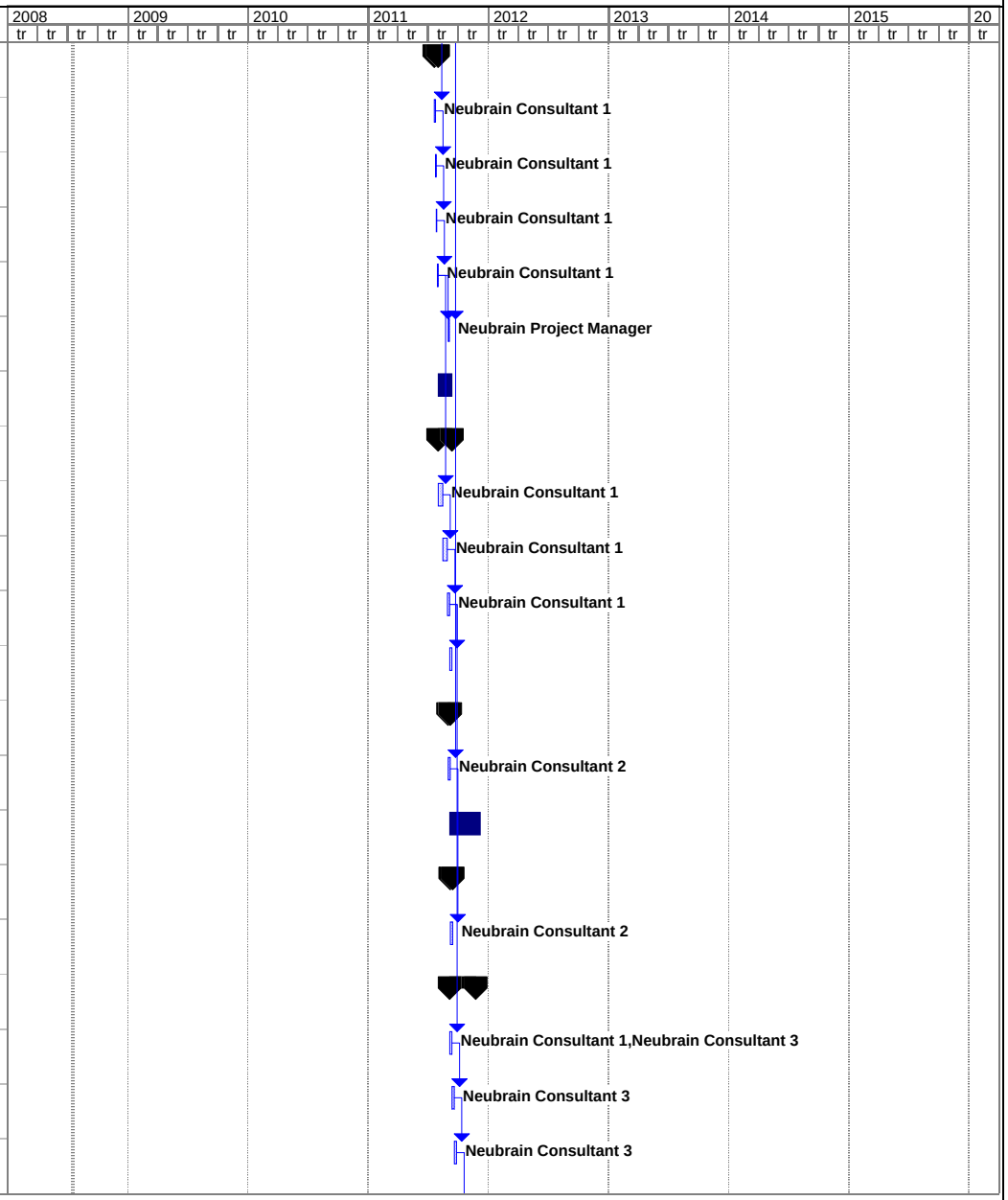
Budget System Project Plan and Schedule

ID	Task Name	Resource Names
43	**2.6 Configure Security**	
44	2.6.1 Identify Cognos users and required security	Neubrain Consultant 1
45	2.6.2 Define db security profiles	Neubrain Consultant 1
46	2.6.3 Define user security profiles	Neubrain Consultant 1
47	2.6.4 Test security	Neubrain Consultant 1
48	2.7 Quality Review	Neubrain Project Manager
49	**3 Budget model testing, training and deployment**	
50	**3.1 User Acceptance Testing**	
51	3.1.1 Test application	Neubrain Consultant 1
52	3.1.2 Resolve test incidents	Neubrain Consultant 1
53	3.1.3 Documentation	Neubrain Consultant 1
54	3.1.4 Final Acceptance of the Model	
55	**3.2 Budget Model Training**	
56	3.2.1 Deliver End User Application Training Sessions (10 sessions)	Neubrain Consultant 2
57	**4 Report Development**	
58	**4.1 Training**	
59	4.1.1 Cognos 8 BI Analysis - End User Class (10 sessions)	Neubrain Consultant 2
60	**4.2 Budget Book Reports**	
61	4.2.1 Review and validate Reporting Specifications with King County	Neubrain Consultant 1,Neubrain Consultant 3
62	4.2.2 Develop Framework Manager Model	Neubrain Consultant 3
63	4.2.3 Setup Cognos 8 BI Portal for use	Neubrain Consultant 3



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Split
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Project Summary
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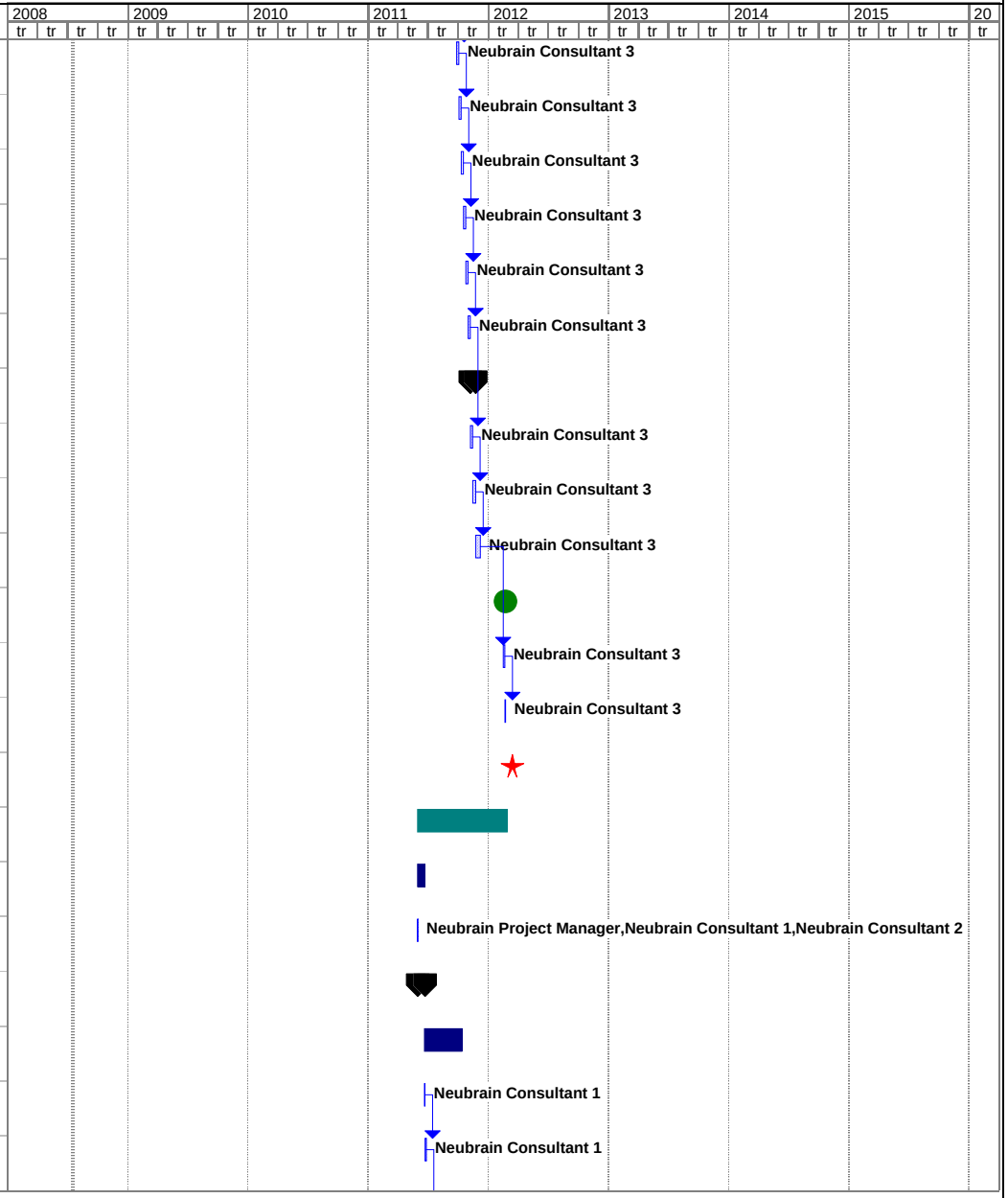
Budget System Project Plan and Schedule

ID	Task Name
64	4.2.4 Report of Capital Program Summary
65	4.2.5 Capital Budget by Source of Funds
66	4.2.6 Year Capital Improvement Program Summary
67	4.2.7 Capital Budget Extended Summary
68	4.2.8 Program Summary by Project
69	4.2.9 Project Detail Parts
70	**4.2.8 Testing**
71	4.2.8.1 End user testing
72	4.2.8.2 Test Incident Resolution
73	4.3 Knowledge Transfer & Documentation
74	**5 Deployment**
75	5.1 Migrate Models from test into production Environment
76	5.2 Rollout Model to User Community
77	**6 Launch & production support**
81	**Operating Budget Development**
82	**1 Planning, requirements review and analysis**
83	1.1 Project Kickoff
84	**1.2 Requirements review and analysis**
93	**2 Design and develop Budget models**
94	2.1 Examine solution for Gaps in requirement review
95	2.2 Design High Level Solution Architecture



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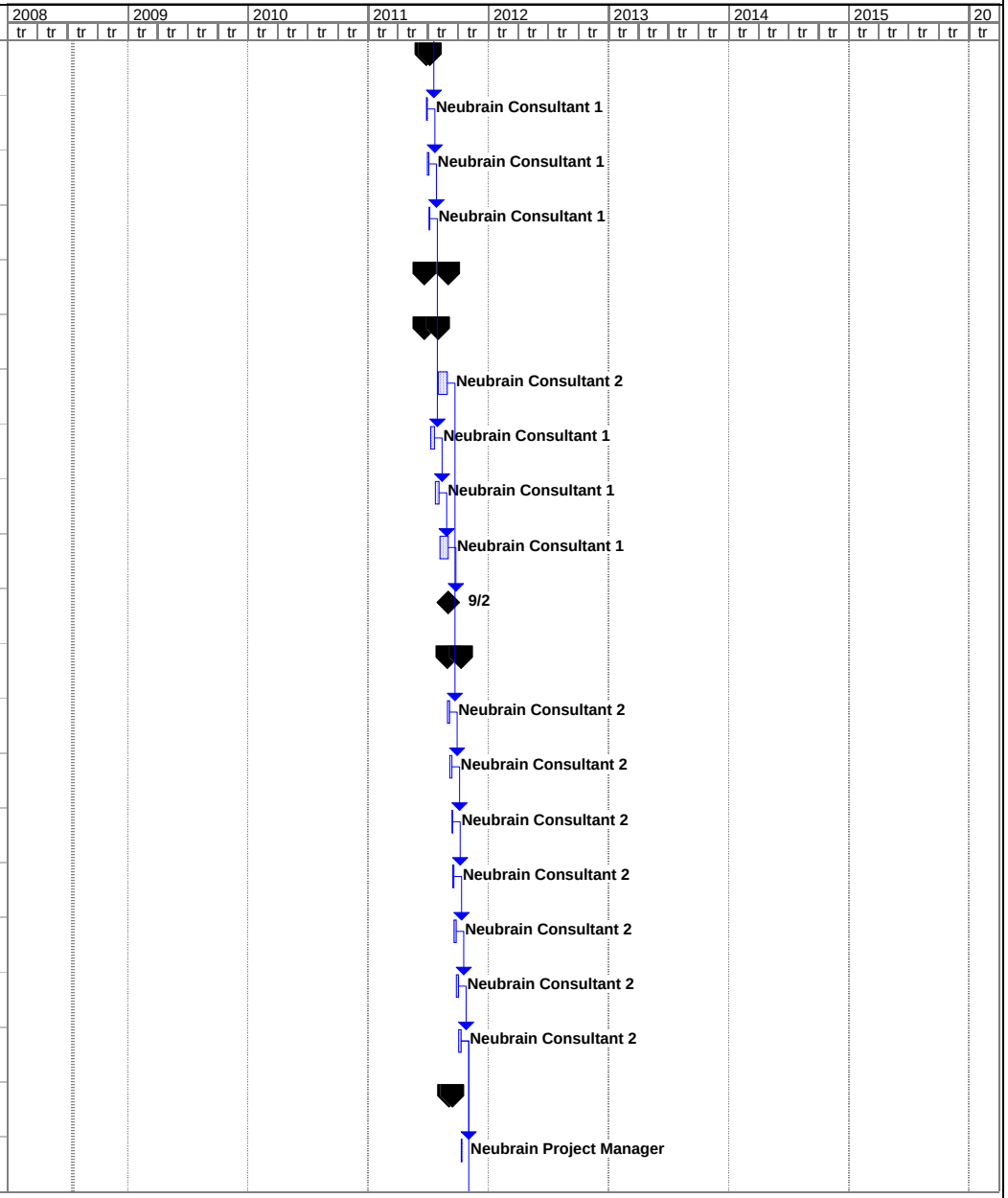
Task | Summary | Rolled Up Progress | Project Summary
Progress | Rolled Up Task | Split | Group By Summary
Milestone | Rolled Up Milestone | External Tasks | Deadline

ID	Task Name
96	**2.3 Install and Configure Cognos Software**
97	2.3.1 Install Cognos software on servers
98	2.3.2 Install and configure Cognos clients
99	2.3.3 Test configuration and network performance
100	**2.4 Design and Develop Analyst Models**
101	**2.4.1 Interface**
108	2.4.2 Salary & Benefits Forecasting Model
109	2.4.3 New Programs
110	2.4.4 Fixed Costs
111	2.4.5 Budgeting Model
112	2.4.6 Development of Model Design Completed
113	**2.5 Design and Develop Contributor Models**
114	2.5.1.Publish Models in Contributor
115	2.5.2 Workflow
116	2.5.3 Build Access Tables and test
117	2.5.4 Develop portal and budget rights for the users
118	2.5.5 Incorporate Project Description, Remarks, Status
119	2.5.6 Implement and test integration
120	2.5.7 Refine and optimize model
121	**2.6 Configure Security**
126	2.7 Quality Review



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Task	Summary	Rolled Up Progress	Project Summary		
Progress	Rolled Up Task	Split	Group By Summary		
Milestone	Rolled Up Milestone	External Tasks	Deadline		

Budget System Project Plan and Schedule

ID	Task Name	Neubrain Consultant 1	Neubrain Consultant 1	Neubrain Consultant 1	Neubrain/Cognos Training Resource	Neubrain/Cognos Training Resource	Neubrain Consultant 2	Neubrain Consultant 1,Neubrain Consultant 3	Neubrain Consultant 3	Neubrain Consultant 3	Neubrain Consultant 3	Neubrain Consultant 3	Neubrain Consultant 3	Neubrain Consultant 3
127	**3 Budget model testing, training and deployment**													
128	**3.1 User Acceptance Testing**													
129	3.1.1 Test application													
130	3.1.2 Resolve test incidents													
131	3.1.3 Documentation													
132	3.1.4 Final Acceptance of the Model													
133	**3.2 Budget Model Training**													
134	3.2.1 Deliver Analyst Training Class (on-site)													
135	3.2.2 Deliver Contributor Administrator Training Class (on-site)													
136	3.2.3 Deliver End User Application Training Sessions (10 sessions)													
137	**4 Report Development**													
138	**4.1 Training**													
143	**4.2 Operational Reports**													
144	4.2.1 Review and validate Reporting Specifications with King County													
145	4.2.2 Develop Framework Manager Model													
146	4.2.3 Setup Cognos 8 BI Portal for use													
147	4.2.4 Budget Line Item Report													
148	4.2.5 Revenue Line Item Report													
149	4.2.6 Trace Report													
150	4.2.7 Employee Summary Report By Job Class													
151	**4.2.8 Testing**													

2008 2009 2010 2011 2012 2013 2014 2015 20

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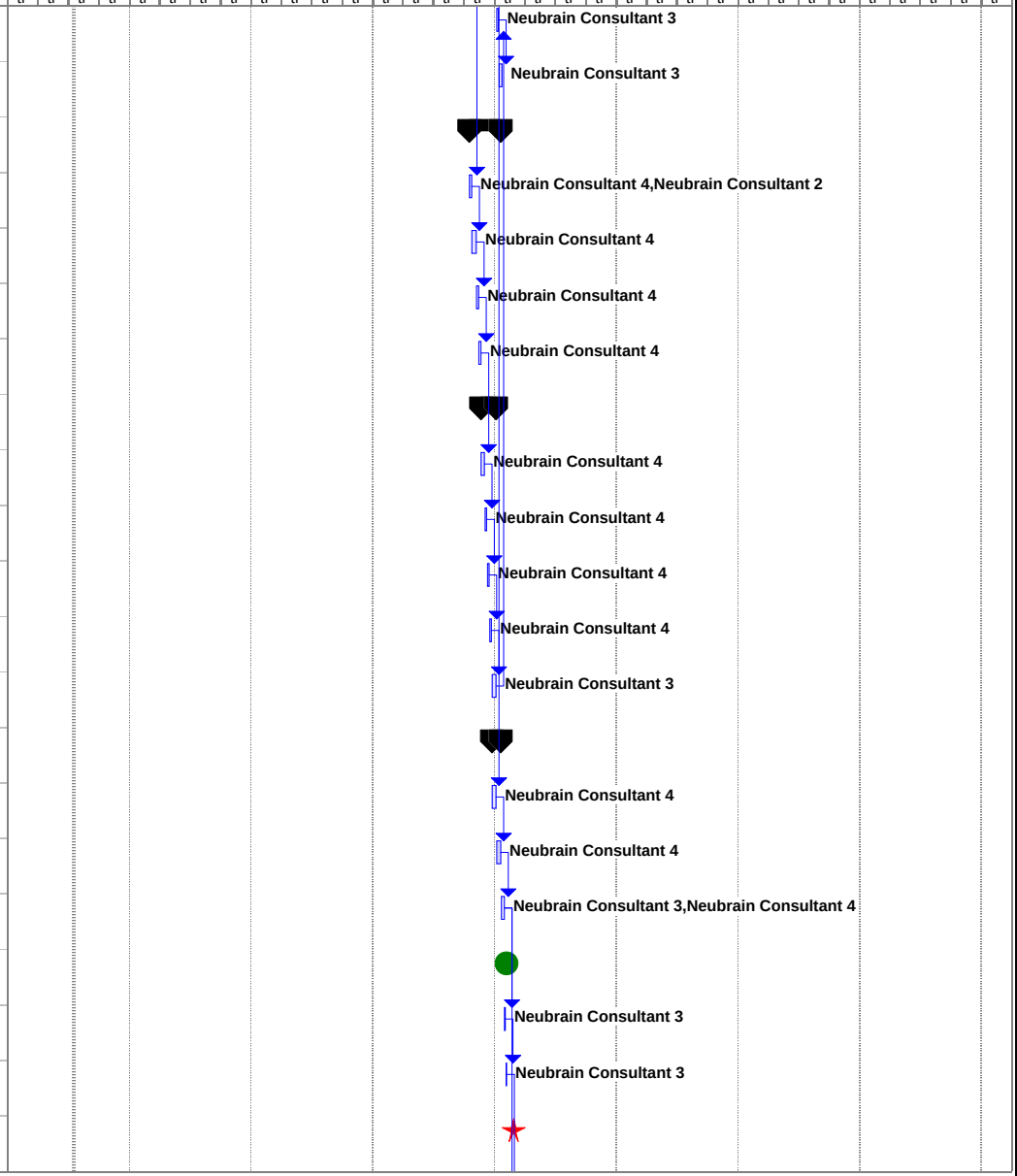
Task	Summary	Rolled Up Progress	Project Summary		
Progress	Rolled Up Task	Split	Group By Summary		
Milestone	Rolled Up Milestone	External Tasks	Deadline		

Budget System Project Plan and Schedule

ID	Task Name	Resource Names
152	4.2.8.1 End user testing	Neubrain Consultant 3
153	4.2.8.2 Test Incident Resolution	Neubrain Consultant 3
154	**4.3 Budget Book Reports**	
155	4.3.1 Review and Validate Reporting Specifications with King County	Neubrain Consultant 4,Neubrain Consultant 2
156	4.3.2 Develop Framework Manager Model	Neubrain Consultant 4
157	4.3.3 Setup Cognos 8 BI Portal for use	Neubrain Consultant 4
158	4.3.4 Operating Budget Ordinance Report	Neubrain Consultant 4
159	**4.3.5 Proposed/Approved Operating Budget Detail**	
160	4.3.5.1 Summary Section	Neubrain Consultant 4
161	4.3.5.2 Revenue Section	Neubrain Consultant 4
162	4.3.5.3 Expense Section	Neubrain Consultant 4
163	4.3.5.4 Restricted Funds Statements	Neubrain Consultant 4
164	4.4.Other Reports	Neubrain Consultant 3
165	**4.3.6 Testing**	
166	4.5.1 End user testing	Neubrain Consultant 4
167	4.5.3 Test Incident Resolution	Neubrain Consultant 4
168	4.6 Knowledge Transfer & Documentation	Neubrain Consultant 3,Neubrain Consultant 4
169	**5 Deployment**	
170	5.1 Migrate Models from test into production Environment	Neubrain Consultant 3
171	5.2 Rollout Model to User Community	Neubrain Consultant 3
172	**6 Launch & production support**	



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Task
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Rolled Up Progress
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Deadline

ID	Task Name	2008	2009	2010	2011	2012	2013	2014	2015	20
173	6.1 Delivery of Go-Forward Plan					Neubrain Project Manager				
174	6.2 Project Closeout					Neubrain Project Manager				
175	6.3 Production Support					Neubrain Consultant 2,Neubrain Consultant 4				
176	Performance Management and Reporting									

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Task	Summary	Rolled Up Progress	Project Summary		
Progress	Rolled Up Task	Split	Group By Summary		
Milestone	Rolled Up Milestone	External Tasks	Deadline		