Attachment A

King County

Work Plan to Transfer the Administration and Management of the Home Management Information System to King County

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Response to Motion 14472

Department of Community and Human Services
March 2016

Executive Response to Motion 14472

Executive Summary

This report is the King County Executive's work plan detailing the transfer of the administration and management of the Seattle-King County Homeless Management Information System (HMIS) from the City of Seattle to King County. The report, which includes the components outlined below, complies with the requirements of Motion 14472.

Background – A description of the history of HMIS administration and management

Work Plan – A description of the work plan, which includes:

1. Verification that the City of Seattle has consented to the transfer

2. Verification that All Home has consented to the transfer

3. Verification that United Way of King County has consented to the transfer

4. Identification of the department and division within King County in which the HMIS will be located and an organizational chart with a list of existing and proposed staff positions or outside vendors that will manage, administer and operate the HMIS, as well as any legislation needed to provide position authority or procurement authority for the administration and management of the HMIS

5. A description of how the administration and management of the HMIS will be funded, identifying any legislation necessary to provide appropriation authority for the administration and management of the HMIS or to change the terms of the agreements that govern the HMIS funding structure

6. A description of how the administration and management of the HMIS will be coordinated with King County Information Technology (KCIT), as well as a benefit achievement plan for the HMIS as required by King County Code (K.C.C.) 2.16.025

7. A description of how the administration and management of the HMIS will be coordinated with All Home, including a timeline that shows the transfer of the HMIS in relation to the development of coordinated entry for all populations

8. A description of how the administration and management of the HMIS will be coordinated with the Washington State Department of Commerce and its HMIS vendor, including a timeline that shows the transfer of the HMIS in relation to the

transition to the new HMIS software

9. A description of how governance for the HMIS will be provided, including a description of any necessary changes to the charter of the steering committee that currently oversees HMIS operations

10. A description of the steps that will be taken during the transfer of the HMIS, the development and implementation of coordinated entry for all populations and the transition to the new HMIS software to communicate with, seek input from and minimize disruption to provider agencies and the people they serve.

Conclusion – Next steps

Background

Creation of the Homeless Management Information System

In 1999, the U.S. Department of Housing and Urban Development (HUD) issued a requirement that local communities collect data on homeless persons through the use of a Homeless Management Information System. The Seattle-King County Homeless Management Information System is a locally-administered, electronic data collection system that stores information about people who are experiencing homelessness and use homeless services in Seattle and King County. This system has been in use since 1999 and had been managed by the City of Seattle's Human Services Department since then.[1] A local HMIS is a condition of eligibility to receive federal homeless services funds.

Continuum of Care

The Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act) of 2009 codified into law the Continuum of Care (CoC) planning process, a longstanding part of HUD's application process to assist homeless persons by providing greater coordination in responding to their needs. All Home (formerly the Committee to End Homelessness) is designated as the CoC for the Seattle-King County area. Along with the responsibility to promote community-wide commitment to ending homelessness and coordinate funding and access to mainstream services, the CoC holds responsibility for the HMIS.

Until the fall of 2015, All Home, as the designated CoC, has approved the use of HMIS database software provided and maintained by the vendor, Adsystech, operating under a statewide

[1] The City of Seattle named the Seattle-King County HMIS "Safe Harbors" and the HMIS has been known by that name throughout its time at the City of Seattle.

contract with the Washington State Department of Commerce (Commerce). The contract with Adsystech began March 14, 2008, and will end March 13, 2016. The Washington State Department of Commerce began a procurement process in 2014 to review contractors for the HMIS, and in late 2015, announced Bitfocus as the new provider of the statewide HMIS database. The statewide transition to this new database vendor is expected to be complete by the beginning of the second quarter of 2016. The Seattle-King County CoC has approved continued participation in the HMIS under the new Commerce contract with Bitfocus.

Previous HMIS options review

The U.S. Department of Housing and Urban Development (HUD) funded an assessment of the Seattle-King County HMIS system between the summer of 2012 and May 2013 for the funders and the CoC. A technical assessment team composed of outside consultants assessed the HMIS services. The purpose of the assessment was to identify root causes of the perceived and/or real problems across a variety of HMIS functional areas and to make recommendations for corrective action. The technical assistance consultants interviewed HMIS users and committees, and reviewed the bugs and fixes needed for the Adsystech system. The consultants identified a number of problems with the Adsystech system, continuity in management and many other ongoing concerns.

The findings and recommendations in the technical assessment report, as well as continued community feedback about HMIS issues, created an elevated level of concern from the Metropolitan King County Council. Subsequently, Councilmember Lambert issued a letter on June 20, 2013, asking for measurable progress in the areas of:

- Improvement in vendor management
- Enhancement of informational technology and system administration skills
- Improvement in responsiveness to the needs of provider agencies
- Improvement in data quality.

In addition to the letter issued by Councilmember Lambert, the Council also enacted a King County budget proviso as part of Ordinance 17619 (July 8, 2013), which directed the Executive to work with the City of Seattle, United Way of King County and provider agencies to develop a plan to strengthen HMIS governance and operations and to study alternative options for the management of HMIS, including but not limited to moving the administration and management of the HMIS to King County.

In response, the three sponsoring partners of the local HMIS - the City of Seattle, United Way of King County (UWKC), and King County – formed a Temporary Advisory Group (TAG) to ensure implementation of recommendations in the May 2013 HUD Technical Assistance Report and to respond to questions raised in the County Council proviso and letter. As part of the TAG, King County Information Technology (KCIT) requested assistance facilitating the work of a

TAG subcommittee charged with defining management options for Safe Harbors and producing a report for the Council.

MTG Management Consultants, LLC (MTG) was selected as the successful bidder to provide facilitation services for the TAG subcommittee. MTG Management Consultants, LLC worked with the subcommittee over a 10-week period to facilitate discussion and agreement on management options, criteria for evaluation options, strengths and weaknesses, implementation timelines, and costs for each option.

The proviso did not request a defined recommendation for a particular option. Thus, while the TAG subcommittee did weigh the merits of each option, the committee did not provide a specific recommendation, but rather focused around three that were identified as "positive." The three positive options for the management of HMIS were:

- Interlocal Agreement - This option would create a separate government organization through Washington law allowing Interlocal Agreements (ILAs) that would operate at the direction of a board defined in the ILA.
- King County – Under this option, the HMIS would move from the City of Seattle to King County.
- City of Seattle – Under this option, the City of Seattle would retain management and administration of the HMIS.

The full report, titled "Alternative Options for the Management of Safe Harbors," dated January 28, 2014, may be found in Appendix 1.

Procurement of a new HMIS vendor

The original HMIS software was developed, managed and supported by the Washington State Department of Commerce in 1999. King County and Snohomish County began operating their local HMIS systems under the Commerce HMIS software. In 2006/2007, Commerce decided to seek a vendor-managed solution, and King County joined in the procurement and selection. Snohomish County decided not to continue under the Commerce's contract and decided to procure and select a stand-alone HMIS vendor contract. Under the terms of King County's agreement with Commerce, Commerce pays for the entire statewide contract, including the front-end use by King County and Yakima County in addition to Commerce-supported Balance Of State HMIS users. Commerce provides a statewide data warehouse to combine data from the other Continuums of Care not using the Commerce's HMIS system. On March 14, 2008, Commerce entered into a contract with database vendor Adsystech to manage this statewide system.

This contract with Adsystech was scheduled to expire on March 13, 2016. In December 2014, Commerce posted a Request for Qualifications and Quotations to procure and select an HMIS vendor following the expiration of the contract with Adsystech.

In September 2015, Commerce announced that it had procured a new HMIS vendor and database software, a company named Bitfocus that had developed an HMIS software system called Clarity Human Services, and that the local CoCs under the statewide contract would transition to the Clarity Human Services HMIS software provided by this new vendor by the beginning of the second quarter of 2016. The transition of the new statewide HMIS software in 2016 has provided a timely opportunity in which to implement a transfer of the administration and management of HMIS from the City of Seattle to King County Department of Community and Human Services (DCHS).

Work Plan

In November 2015, the King County Council approved Motion 14472, which expressed the Council's support for transferring the administration and management of the Seattle-King County HMIS from the City of Seattle to King County. Motion 14472 required the Executive to transmit a work plan for implementing the transfer. The required elements of the work plan are described in this report.

Items 1-3: Consent of Funding Partners

Motion 14472 asked for verification that the City of Seattle, All Home and United Way of King County have consented to the transfer of the HMIS from the City of Seattle to King County.

After more than eight months of discussions between King County, the City of Seattle, United Way and All Home, all agencies consented to the transfer of HMIS administration and management from the City of Seattle to King County. The joint recommendation of this group was provided to the All Home Coordinating Board, Seattle City Council and King County Council. The recommendation that HMIS be administered and managed by the King County Department of Community and Human Services was based on agreement of All Home, the City of Seattle, King County and United Way. All agreed that having HMIS administered by King County will provide for more efficient coordination between HMIS and Coordinated Entry for All and will ensure that people experiencing a housing crisis are assisted as quickly and effectively as possible. The All Home Coordinating Board, consisting of elected officials, local funders, non-profit service providers and people who have experienced homelessness, unanimously approved the recommendation in December 2015. The three entities have consented to the transfer and the letters of consent may be found under Appendix 2.

Item 4: Location and Administration within King County

Motion 14472 asked the Executive to identify the department and division with King County in which the HMIS will be located and an organizational chart with a list of existing and proposed staff positions or outside vendors that will manage, administer and operate the HMIS, as well as any legislation needed to provide position authority or procurement authority for the administration and management of the HMIS.

During the monthly Safe Harbors/HMIS steering committee meetings in the months leading up to the transition, King County reported that two options would be explored for the administration and management of HMIS. Both options assumed that King County DCHS would take the lead in management and administration of the HMIS, but differed in how the HMIS would be staffed: either using King County staff to staff the HMIS (Option 1) or contracting with the statewide database vendor, Bitfocus, to staff the HMIS (Option 2).

After Commerce entered into a contract with Bitfocus in November 2015, DCHS and KCIT explored these two options, focusing on how best to provide the administration and management of HMIS in King County.

Option 1, using County staff to provide administration and management of HMIS, would be similar to the City of Seattle's Safe Harbors model. This model would require King County to have 8.1 full-time employees to support the work of system administration and management. This option would cost approximately $1.5 million each year. The areas of major deliverables under this model would be:

- Vendor contract management under Commerce's contract
- System administration and configuration
- Data integration and reporting
- Agency Technical Support
- Training
- Information technology leadership support.

Option 2, would contract with Bitfocus (the new Commerce HMIS database provider) to perform local system administration and management functions on behalf of King County, with a clear set of deliverables with due dates. This option would cost $888,000 per year. The five areas of major deliverables would be:

- System Administration and Project Management
- Technical Support and Help Desk
- Agency Management and Coordination
- Basic and Advanced Training
- Coordinated entry implementation through the HMIS.

DCHS has recommended Option 2 to the steering committee due to the lower estimated cost and the ability of Bitfocus to provide for a coordinated entry design and implementation advantage. Based on this recommendation and also due to the extremely tight timeline set by Commerce for implementation and system administration that took place in January 2016, King County entered into a one-year contract with Bitfocus as the local HMIS system administrator to meet Commerce's timeline and deliverables. Bitfocus will work with DCHS to implement the Clarity Human Services HMIS software in King County and provide the ongoing comprehensive HMIS system administration and management functions on behalf of King County to funders, agencies and individual users. Bitfocus has begun holding webinar sessions to users and developing administrative and helpdesk protocols. The training sessions are scheduled to start in March 2016.

Item 5: Budget and Funding Source

Motion 14472 asked the Executive to provide a description of how the administration and management of the HMIS will be funded, identifying any legislation necessary to provide appropriation authority for the administration and management of the HMIS or to change the terms of the agreements that govern the HMIS funding structure.

King County plans to fund the HMIS transition from Seattle to King County as outlined below. This assumes continued funding for the administration and management of HMIS from the City of Seattle to King County based on the 2015 level of funding from HUD, United Way, City of Seattle and King County:

The estimated 2016 funding structure for the City of Seattle's HMIS administration is as follows:

Housing and Urban Development Continuum of Care Grant	$403,714
WA State Department of Commerce Consolidated Homeless Grant	$125,000
King County Document Recording Fee	$215,000
City of Seattle	$135,000
United Way of King County	$ 75,000
Total 2016 HMIS budget	**$953,714**

This $953,714 includes the cost of the Bitfocus system administration contract ($888,000) and an amount ($65,714) necessary to cover any customized reporting and cost associated with implementation, such as translation of forms, marketing materials and training. DCHS has sufficient appropriation authority for this one-year contract due to salary savings realized in the 2015-16 biennial budget.

Item 6: Coordination with KCIT and development of a Benefit Achievement Plan

Motion 14472 asked the Executive to describe how the administration and management of the HMIS will be coordinated with KCIT, as well as a Benefit Achivement Plan for the HMIS as required by K.C.C. 2.16.025.

The Washington State Department of Commerce invited King County to participate in the nine-month vendor selection process during their procurement of a new HMIS vendor. King County Information Technology and DCHS both participated in the vendor interviews, user demonstrations and a site visit to the vendor's headquarters. Both DCHS and KCIT were involved from the beginning with the vendor selection process.

In addition to participating in the selection of a new vendor for Commerce, in December 2015, DCHS and KCIT also worked with MTG Management and Consultant to update the "Alternative Options for the Management of Safe Harbors" system plan report.

The original system plan was a report published in January 2014 to respond to routine City of Seattle internal review practices and a King County budget proviso enacted by Ordinance 17619 regarding HMIS management options.

The highlights for the update to the system plan are as follows:

- Duration of over 11 weeks:
    - The project begins on February 1, 2016.
    - The plan assumes an April 1, 2016 implementation of the new Bitfocus Clarity Human Services software.
    - The schedule represents a moderately-paced effort.
- Focus on communicating and training the HMIS agencies to use the new software
- Inclusion of data transfer and verification in the planning effort, requiring agency interaction.

The updated HMIS system plan may be found under Appendix 3.

King County Information Technology is a valuable resource in the current transition of the HMIS from the City of Seattle to King County. King County Information Technology provided information technology expertise to DCHS during the negotiation of the Bitfocus contract and will continue to be involved during the transition and implementation of HMIS. The Department of Community and Human Services and KCIT have a good collaborative partnership in place and DCHS will also continue to consult with KCIT after the implementation.

The Department of Community and Human Services has coordinated with KCIT to complete the Benefit Achievement Plan (BAP) for the HMIS as required by K.C.C. 2.16.025.

The highlights of the BAP are as follows:

- Has resources to meet customer needs and focus on customer communication and satisfaction.
- Is embedded with funders and has the attention of the financial and management controls.
- Has strong financial backing and additional resources when necessary in order to dedicate resources to HMIS.
- Has funding and resources that can be leveraged to ensure long-term viability.
- Could appeal to governance and stakeholders for enhanced support and have broader discussions across the region for HMIS.

The benefit achievement plan may be found under Appendix 4. It will be transmitted to the Council with other departmental BAPs later this year for review as required by Code.

Item 7: Coordination with All Home and Coordinated Entry

Motion 14472 asked the Executive to describe how the administration and management of the HMIS will be coordinated with All Home, including a timeline that shows the transfer of the HMIS in relation to the development of coordinated entry for all populations.

The HMIS will continue to be governed by All Home under a steering committee. The steering committee and the changes anticipated following the transition to King County are described in the section below.

In terms of coordinated entry, the transition of the HMIS to King County is expected to provide for closer coordination between the HMIS and the development of coordinated entry for all populations.

The 2009 HEARTH Act required that each local CoC establish a coordinated assessment system as a method for providing services to persons experiencing a housing crisis. Coordinated assessment or coordinated entry systems help ensure that all people experiencing a housing crisis have fair and equal access to housing resources, and are quickly identified, assessed for, referred and connected to housing and assistance based on the person's strengths and needs. The HEARTH Act encourages, but does not require, local CoCs to use their HMIS as part of their coordinated entry systems.

In response to the HEARTH Act, the Seattle King County CoC developed coordinated entry systems for families, young adults and veterans. These systems have been operated separately from the HMIS, which has created challenges in evaluating the effectiveness of the approach in relation to system-wide data. In March 2015, in preparation for developing a coordinated entry system for all populations, the governing body of All Home (at the time called the Committee to End Homelessness Interagency Council) approved a vision for coordinated entry for all populations that would unite the existing coordinated entry systems, serve all persons experiencing homelessness, and integrate the new system into the HMIS.

The March 2015 vision for Coordinated Entry for All (CEA) included a plan for the HMIS and CEA to be administered by one coordinating entity and designated that the coordinating entity should be a local funder. All Home, the City of Seattle and King County spent several months evaluating the options for determining which funder would be best suited to adopt the role to administer the HMIS and CEA and in September 2015 made a joint recommendation to the All Home governing body (now called the All Home Coordinating Board), Seattle City Council and King County Council for King County to assume this role. All Home is physically co-located with the King County DCHS and the transfer of administration and management of HMIS from the City of Seattle to King County will provide for more efficient coordination between HMIS and coordinated entry for all populations and will ensure that people experiencing a housing crisis are assisted as quickly and effectively as possible.

The Department of Community and Human Services is working closely with All Home throughout the transfer and implementation of HMIS with the new vendor, Bitfocus. The Safe Harbors Steering Committee, a subcommittee of All Home, currently provides CoC governance to the HMIS. All Home will continue to provide oversight and governance of HMIS through the Safe Harbors Steering Committee, in which King County staff actively participate and provide staff support. King County currently has a contract in place with Bitfocus to provide system administration services for HMIS. Part of that contract includes providing the software and administrative support to develop and implement CEA. King County, All Home and the City of Seattle staff have convened a Coordinating Team to provide project management for CEA and concurrently provide leadership to the HMIS transition ensuring coordination between the two processes.

Design of coordinated entry system with timeline

Coordinated Entry for All connects homeless individuals to available housing and appropriate service options by streamlining and reducing intensive assessment and screening as much as possible and shortening the amount of time spent navigating resources and eligibility. The CEA approach works to apply coordinated entry system-wide and ensure the strengths and benefits of

the system are felt by all so that there is fair and equitable access for all people experiencing homelessness.

In preparation for the launch of CEA, DCHS is planning to launch up to four CEA Regional Access Points. The Regional Access Points are the intake and assessment sites for families and individuals experiencing homelessness and are responsible for ensuring that all households have prompt access to the CEA Housing Triage Tool which is administered in a safe, welcoming environment.

The Goals of CEA Regional Access Points are to:

- Allow anyone experiencing homelessness to know where to go to receive assistance, to be assessed in a standard and consistent way, and to connect with the housing/services that best meet their needs.
- Ensure clarity, transparency, consistency and accountability for homeless clients, referral sources and homeless service providers throughout the assessment and referral process.
- Facilitate exits from homelessness to stable housing in the most rapid manner possible given available resources.
- Ensure that clients gain access as efficiently and effectively as possible to the type of intervention most appropriate to their immediate and long-term housing needs.
- Ensure that people who have been homeless the longest and/or are the most vulnerable have priority access to scarce permanent supportive housing resources.

The estimated implementation of CEA Regional Access Points will be by June 1, 2016.

Key efforts and anticipated dates for the full implementation of CEA include:

- CEA Regional Access Points will be selected through competitive process by March 2016, fully transitioning coordinated entry for homeless families and individuals from a centralized to a decentralized assessment model by June 2016.
- Analysis of current assessment locations for young adults, single adults and veterans will continue through June 2016, ensuring that by July of 2016, all assessment locations will offer equitable access to housing assessments using standards tools and methods for ensuring resources are prioritized for the most vulnerable families and individuals.
- A common assessment tool (the CEA Housing Triage Tool) for coordinated entry was selected in December 2015 and will be integrated into the new HMIS system for all assessment locations to use by June 2016. Training on the new assessment tool will be conducted in the 1st quarter of 2016 and will be used consistently no later than June 2016 within a fully integrated HMIS system.

Coordinated Entry for All will be fully integrated with HMIS to support effective prioritization, best match and placement in appropriate housing and services, evaluation, and reporting. The CEA Housing Triage Tool will be integrated in the HMIS which will hold the centralized referral function and tracking of housing resources.

Funding for Coordinated Entry for All population

The design and implementation of a fully integrated and functional coordinated entry system in HMIS is critical to serving individuals and families experiencing homelessness. This will allow the providers to assess and align the services and housing accordingly for persons in crisis. The estimated launch date for Coordinated Entry for All (CEA) is on June 1, 2016. The current first 12-month cost estimate for CEA is $2.6 million. This includes a current ask of $1.9 million in annual ongoing funding through the HUD CoC application. The cost estimates include these areas of major deliverables:

a) Four regional access points (will be awarded through an Request For Proposal process)
b) Contracted services with community providers (assessors, screening, scheduling and translation)
c) King County oversight and contract management personnel (salaries, benefits and overhead)

The Department of Community and Human Services will submit a budget supplemental requesting for approximately $1.7 million (includes the 2016 portion of the first 12 month budget) in additional appropriation authority during the first quarter supplemental. The U.S. Department of Housing and Urban Development will announce the award of the application in the first quarter of 2016.

Item 8: Coordination with Commerce and statewide database vendor Bitfocus

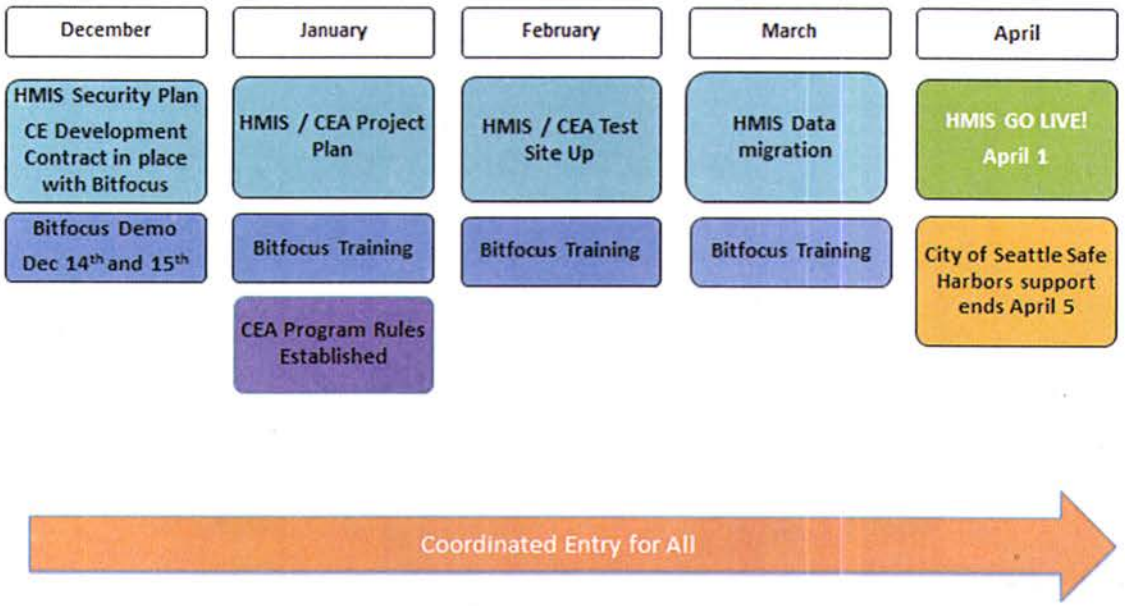
Motion 14472 asked the Executive to describe how the administration and management of the HMIS will be coordinated with Commerce and its HMIS vendor, including a timeline that shows the transfer of the HMIS in relation to the transition to the new HMIS software.

Administration transition: The current system administration and management support for the HMIS database (currently called Safe Harbors by the City of Seattle) is provided by the City of Seattle. King County DCHS staff have been working with the Safe Harbors team and Commerce to ensure a seamless transition of both vendor and database software. The anticipated date for the transition of the administration and management from the City of Seattle to King County is

March 1, 2016. The City of Seattle and King County are planning to transition system administration function to DCHS on March 1, 2016.

The City of Seattle and King County are committed to a smooth transition and will work diligently toward achieving a fully functioning system. King County, the City of Seattle and Bitfocus are committed to the timeline set forth by Commerce of an April 1, 2016 launch date of the new HMIS software. On the same day, Bitfocus will also fully assume all responsibilities as the local system administrator on behalf of DCHS. This system administration role would equate to the role the City of Seattle Safe Harbors team has played in the current system. The City of Seattle's Safe Harbors work unit will sunset effective April 5, 2016. The timeline is illustrated below:

HMIS Timeline



System Transition: As noted above, Commerce announced in September 2015 the new statewide HMIS database vendor procured after nine months of a competitive and rigorous selection process. The new vendor is Bitfocus and they are under contract with the State as of November 1, 2015. Bitfocus's HMIS software is called Clarity Human Services. The Washington State Department of Commerce has currently set the date for the transition to the new HMIS database for April 1, 2016.

Data Migration: Implementation of the new Bitfocus system will require migrating data from the old Adsystech database system. Bitfocus is currently working with City of Seattle and DCHS

staff to prepare the new software for migration of legacy data from 2012 through 2016. This includes all set up functions with thorough review of data quality and data completeness.

The Adsystech HMIS software will sunset on March 13, 2016, which is the last day local provider agencies will be able to enter data into the old HMIS software. On March 14, 2016, Adsystech HMIS software will remain open in read/view mode only until April 1, 2016. The City of Seattle's Safe Harbors team will continue to provide support to the users in the old Adsystech HMIS system until April 1, 2016. Read only/view only access will be provided during this two-week window to allow current HMIS users and provider agencies to look up data or run reports only.

During the period of March 14 through March 31, 2016, there will be no HMIS software available to conduct data entry as the data is being migrated to the new system. HMIS users in King County will need to prepare to capture the data manually, such as through the use of paper intake forms, Excel spreadsheets or other relevant mediums that are suitable to the agency's process. The Department of Community and Human Services is working with HMIS users and Bitfocus to explore alternative solutions so as to minimize disruptions as much as possible. The Department of Community and Human Services is prepared to provide clerical help with data entry into the new HMIS software for the two week period for agencies who need help in this area.

Potential Challenges and Mitigation Strategies: The Department of Community and Human Services is working diligently with Commerce to transition to a new vendor and new HMIS software. The transition timeline set forth by the Commerce is compressed and extremely aggressive. This is due in part to the fact that the exiting vendor Adsystech refused to renew its existing contract for a time period of less than a full year and with a price increase. Because Commerce does not have appropriation authority or budget to support a full-year contract extension with Adsystech (during which time two statewide HMIS databases would be running) and Adsystech has been unwilling to agree to a shorter contract extension, the options for an overlap between the old and new HMIS have been limited. This challenge has led to the need for a clear communication of how to prepare for a smooth transition and instructions for, as seamless as possible, a manual process during the two-week period of migration of data from the old system the new system.

The figure on the next page lists potential challenges during the transition, as well as mitigation strategies that Commerce and DCHS will employ.

Potential Challenges and Mitigation Strategies

Potential Challenges	Mitigation Strategies
• No parallel testing environment	• Data collection is manual starting March 14, 2016
• Data migration challenges	• Have a good back up of the data set at hand
• Ability to produce required reports for operations and funders	• Commitment of funders not to ask for anything "extra"
• Data integration schedule unknown	• Team in place for adhoc reports
• HMIS funding	• Regular communication with users about transition timelines
	• King County one time savings

Item 9: Governance for the HMIS

Motion 14472 asked the Executive to describe how the governance for the HMIS will be provided, including a description of any necessary changes to the charter of the steering committee that currently oversees HMIS operations.

The All Home Charter Agreement directs the Coordinating Board to convene a Safe Harbors Steering Committee to provide the CoC governance to HMIS. Under this direction, the Safe Harbors Steering Committee was originally convened in February 2014 with the purpose of ensuring that Safe Harbors is a functional HMIS that meets local needs for data collection and reporting as well as HUD HMIS standards. The Steering Committee is designed to oversee and support the implementation by the host organization (currently the City of Seattle) of HMIS, specifically to:

- Set the vision for HMIS
- Approve budget, communications plan and work plan
- Monitor and evaluate operations and strategic initiatives for HMIS
- Develop and approve policies for HMIS
- Review and monitor HMIS performance dashboard
- Hear reports from staff and users including prioritization of help desk tickets
- Recommend and review customer satisfaction measures.

Upon the transfer of HMIS to King County, the Safe Harbors Steering Committee will continue to provide the role of governance to the HMIS with minor changes to the Steering Committee Charter to address the change in host organization, and to replace all reference to "Safe Harbors" with "HMIS" as the new HMIS hosted by King County will only be referred to as "HMIS" for purposes of simplicity and consistency with the terminology used by other jurisdictions around the state and country. The Steering Committee is currently reviewing the Charter Agreement for needed adjustments in preparation for the transition. The revised Charter Agreement will be presented to the All Home Coordinating Board for review and action at its April 2016 Board meeting.

Item 10: Communications and Outreach

Motion 14472 asked the Executive to describe the steps that will be taken during the transfer of the HMIS, the development and implementation of coordinated entry for all populations and the transition to the new HMIS software to communicate with, seek input from and minimize disruption to provider agencies and the people they serve.

Clear and regular communication with provider agencies and HMIS users receiving services is a priority for King County and All Home. King County, the City of Seattle and All Home have coordinated messaging to all users which began with the recommendation that HMIS transfer to King County and in subsequent communications to discuss the plans for implementation of the transfer.

The users of HMIS are accustomed to communication from the City of Seattle's Safe Harbors team for training and system updates such as the latest software update. The City of Seattle's Safe Harbors team maintains a list of users and partner agencies and has traditionally held quarterly and monthly meetings to provide regular communication. King County has worked closely with the Safe Harbors team to transition the communication role to King County and King County had increased communication while the transition is underway. Coordinated messaging and opportunities for input have included:

- Letters from the City of Seattle and King County to HMIS users to announce the transition
- Joint Facilitation of the Quarterly Safe Harbors Partners Meeting in December
- Safe Harbors Partners Meetings shifted to monthly virtual meetings that have included staff from Bitfocus and opportunity for questions and input from HMIS users and funders
- King County Demonstration Webinar offered by Bitfocus in December
- Updates and opportunity for input at All Home subcommittees and advisory groups including the Safe Harbors Steering Committee, Data and Evaluation Committee and the All Home Subpopulation Advisory Groups

- Information shared through All Home and Safe Harbors' websites. All Home created a Coordinated Entry for All page (http://allhomekc.org/coordinated-entry-for-all/) with links to SafeHarbors.org
- Bitfocus has developed a King County HMIS Transitional FAQ website (http://kingcountyhmis.weebly.com/) for updated information on the transfer and implementation of the HMIS
- Widely published contact information to contacts at King County, All Home and Bitfocus for questions on transition.

These forums and methods for communication will continue throughout the transfer and implementation of the new HMIS vendor and software.

Training dates are being finalized and trainings on the new HMIS software will be held close to the launch date of the new HMIS so the process will be fresh for the users without a long lag time of not using the database. Training will be available to both HMIS users and contract monitors.

Training dates will be announced in February. Training for HMIS will be extensive for the user. Highlights of areas of training are listed below:

- Data collection overview
- Intake, search, entering and edit of client data
- Demographics entry
- Income entry
- Family contact entry
- Program enrollment
- Service enrollment
- Case notes entry
- Program exit
- Reports generation.

Conclusion

Transitioning the HMIS to King County and to a new vendor creates a rare opportunity for system-wide improvements in service delivery such as effective development of Coordinated Entry for All. This also ensures seamless and consistent access to local data to help inform system planning and change efforts which have the greatest possible impact on ending homelessness in King County.

King County and All Home are committed to a successful transition and implementation of HMIS and coordinated entry systems. As a part of continuous improvement, King County will

assess the functionality of the new HMIS database with the HMIS users and funders in the community through a survey a year after implementation. This will allow us to make any adjustments in the functionality to best meet the needs of the providers who work towards ensuring that people experiencing a housing crisis are assisted as quickly and effectively as possible.

Appendix 1

Safe Harbors

Alternative Options for the Management of Safe Harbors

January 28, 2014

MTG Management Consultants

MTG Management Consultants, LLC
401 Second Avenue South, Suite 240
Seattle, Washington 98104-3858
206.442.5010 206.442.5011 *fax*
www.mtgmc.com

MTG Management Consultants

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Document Purpose

This document presents the management options for Safe Harbors to the Temporary Advisory Group (TAG) subcommittee for review and discussion. Once accepted by the subcommittee, this document will be presented to the King County Council.

Version	Date	Description/Changes
0.9	10/22/13	Initial draft of the management options.
1.0	11/25/13	Initial draft of the pros and cons of the management options.
1.1	12/24/13	Initial draft of the Management Options report.
1.2	12/27/13	Revised draft of the Management Options report.
2.0	1/6/14	Updated with comments from the TAG subcommittee.
2.1	1/13/14	Final version for TAG review.
2.2	1/23/14	Final version incorporating comments from the TAG.
2.3	1/28/14	Updated with additional comments from 1/28 TAG meeting.

This report was a community effort in that it was paid for with funds from King County Department of Community and Human Services, United Way of King County, and City of Seattle Human Services Department.

MTG Management Consultants

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I. Executive Summary

I. Executive Summary

This report focuses on questions raised by both routine City of Seattle internal review practices and a King County budget proviso enacted by Ordinance 17619 around Safe Harbors (SH) management options. This report presents nine options that satisfy the requirements of the proviso and is the work of the Temporary Advisory Group (TAG)[1] and its subcommittee, charged with defining management options for SH and producing a report to the King County Council.

A. History

SH was originally implemented in 1999 in response to a U.S. Department of Housing and Urban Development (HUD) directive to begin collecting data on homeless persons through a Homeless Management Information System (HMIS). SH is funded by King County, the City of Seattle, and United Way of King County (UWKC), and is managed by the City of Seattle's Human Services Department (HSD). SH's earliest implementations were limited in scope, but transitioned to a new, off-the-shelf system approved by sponsoring partners[2] in 2007. In 2008, the State of Washington Department of Commerce (DoC), with the support of SH and the sponsoring partners, switched to Adsystech, a provider of software, database, and service solutions for governments and human services agencies. The Adsystech software is provided through a contract with the State of Washington DoC, which furnishes HMIS for the entire state. In Seattle and King County, SH provides the services for the HMIS project management, help desk, user support, training, and data analysis and reporting.

Between summer 2012 and May 2013, a technical assistance team, composed of outside consultants, assessed SH's HMIS services for the Continuum of Care (CoC) and SH funders.[3] The assessment was funded by a HUD grant. The purpose of the assessment was to identify the root causes of perceived and/or real problems across a variety of HMIS functional areas and to make recommendations for corrective action. In addition, the Seattle HSD Director dedicated departmental funding to increase the scope of the technical assistance grant to identify what was working well and what could be improved within Safe Harbors.

The findings and recommendations in the technical assistance report, as well as continued community feedback about SH issues, created an elevated level of concern from the King

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1 The SH HMIS TAG was created to support the development and implementation of an action plan in response to the "Safe Harbors HMIS Assessment Final Report: Findings and Recommendations," as well as the budget proviso issued by the King County Council on July 8, 2013. A subcommittee of the TAG has been formed to identify alternative options for the management of SH.

2 The sponsoring partners are the City of Seattle Human Services Department (HSD), King County, and United Way of King County.

3 The Cloudburst Group, Tony Gardner Consulting, Seattle/King County Safe Harbors HMIS Assessment Final Report: Findings and Recommendations, May 24, 2013. Prepared for: Seattle/King County Safe Harbors HMIS Funders Group

County Council, which, under the signature of Councilmember Lambert, issued a letter in June 2013 asking for measureable progress in the following areas:

- Improvement in vendor management of Adsystech.
- Enhancement of IT and system administration skills.
- Improvement in responsiveness to the needs of provider agencies.
- Improvement in Data Quality.

Each of these items is addressed in the TAG Action Plan, included as Appendix B. In addition to the letter, the King County Council included a proviso in Ordinance 17619 (included as Appendix A) calling for a review of SH management options, which has led to this report.

B. Potential Management Options

The members of the TAG examined nine management options, which are discussed in this report. These options are derived from three major categories of organizations, with each category having three different and specific types of organizations.

Category A: New Association

This category includes three potential structures for a new organization that would run SH. In this model, the staff[4] would be employees of the new organization run by a board of directors comprised from stakeholder organizations.

Organization 1 – A.1 – Not-for-profit.
Organization 2 – A.2 – Consortium of providers.
Organization 3 – A.3 – Interlocal agreement (ILA).[5]

Category B: Government Organization

This category would rely on a government organization to house and operate SH to the satisfaction of the key stakeholders. Under this option, SH would be managed through a committee structure with administrative support (e.g., human resources, financial, purchasing) from the government provider.

Organization 4 – B.1 – City of Seattle.
Organization 5 – B.2 – King County.
Organization 6 – B.3 – Washington Department of Commerce.

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4 The subcommittee made no attempt to define whether new staff would be hired outside of existing staff, existing staff would transfer to other organizations, or some other hiring or screening process would be employed.

5 The Interlocal Agreement (ILA) option creates a separate, formal organization with an executive director reporting to a defined Board of Directors. This differs from the other new associations in that it is a government organization established under Washington law.

Category C: Third Party HMIS User Organization

This category would contract with an existing HMIS user organization to perform SH functions with the goal of providing alignment between the business providers and SH objectives, in that an organization doing the work would be housing and operating SH.

Organization 7 – C.1 – SH run by HMIS user organization.
Organization 8 – C.2 – SH integrated into HMIS user organization.
Organization 9 – C.3 – United Way of King County (UWKC).

Each option was examined in detail, and implementation timelines and cost estimates were developed.

C. Highlights

The subcommittee meetings generated some keen insight on the strengths and weaknesses of the management options. The highlights are:

- Options that are in the same locality as the majority service area are best.
- Within the new organizations, only Option A.3 – the ILA – provides more benefits and strengths than weaknesses and will be responsive to the SH mission.
- Option A.3 – the ILA – provides a blend of a new organization and a government organization.
- The SH operation for Seattle – Option B.1 – is the least costly option, and is predominantly positive.
- Moving SH to King County – Option B.2 – is a positive option that also provides the depth of skills and support that would benefit the organization.
- Representatives from both DoC and UWKC – Options B.3 and C.3, respectively – express serious concerns about the viability of these organizations housing SH, due primarily to existing limitations internal to those organizations.
- The options that help restore confidence in SH within the community should be given primary consideration.
- The new organization options – A.1, A.2, and A.3 – provide the opportunity to build a SH organization that is solely focused on its mission.
- The ability of the organization to manage Adsystech is a key factor in the decision on any management option.

1. Option Suitability

The subcommittee developed a summary table indicating its overall assessment of the suitability of each option. The subcommittee's outlook on each option is listed below.

Option	Opinion
A.1 – Not-for-Profit	Neutral
A.2 – Association	Neutral
A.3 – ILA	Positive
B.1 – Seattle	Positive
B.2 – King County	Positive
B.3 – DoC	Unlikely
C.1 – SH *with* HMIS	Neutral
C.2 – SH *in* an HMIS	Neutral
C.3 – UWKC	Unlikely

The subcommittee was not asked to present a formal recommendation to the Council. As a result, the subcommittee focused its analysis on the three options identified as "positive."

2. Cost Ranges

The following costs ranges were determined based on the lowest-cost option and the highest-cost option.

	Lowest Cost	Highest Cost
Implementation Cost	$68,800	$649,200
Annual Operating Cost	$1,028,561	$1,254,875

3. Implementation Time

The following implementation time frames were determined based on the fastest option and slowest option.

	Shortest Estimate	Longest Estimate
Duration to Implement	13 Weeks	34 Weeks

4. Other Key Notes

It is important to note that SH is dependent on the information coming from the HMIS user organizations and the existing Adsystech solution that is under contract through the State of Washington DoC until March 2016. Some agencies are entering data in both their own internal systems and in the SH Adsystech system due to the challenges of the SH data integration capabilities. These factors are the critical elements that must be addressed to improve information on homelessness in Seattle and King County.

Finally, there is a clear legislative issue in Washington State, because HMIS user organizations are required to obtain consent from clients to enter data regarding their service utilization into the HMIS system. The large number of individuals who refuse to provide consent result in an average of a 30 percent loss in data collected. Until this fundamental issue is solved, the SH program will be limited by this information gap.

II. Introduction

II. Introduction

In response to a letter dated June 20, 2013, from the King County Council, the three sponsoring partners of Safe Harbors (SH) – the City of Seattle, United Way of King County (UWKC), and King County – formed a Temporary Advisory Group (TAG) to ensure implementation of recommendations in the May 2013 HUD Technical Assistance Report and to respond to questions raised in the County Council's proviso to Ordinance 17619. As part of the TAG, King County Information Technology (KCIT) requested assistance facilitating the work of a TAG subcommittee charged with defining management options for SH and producing a report for the Council. This document is the outcome of the subcommittee's efforts.

A. Safe Harbors and the Council Proviso

SH was originally implemented in 1999 in response to a HUD directive to begin collecting data on homeless persons through a Homeless Management Information System (HMIS). SHs' earliest implementations were limited in scope, and as a result, system data quality was poor and unable to meet data collection requirements. A transition plan to move to a new off-the-shelf system was approved by the sponsoring partners in 2007. In 2008, the State of Washington Department of Commerce (DoC), with the support of SH and the sponsoring partners, switched to Adsystech, a provider of software, database, and service solutions for governments and human services agencies. In Seattle and King County, SH provides the services for the HMIS project management, help desk, user support, training, and data analysis and reporting. The Adsystech software is provided through a contract with the DoC, which furnishes HMIS for the entire state.

As a result of the switch to the Adsystech software, there was an increase in provider participation, bringing coverage from 170 programs in late 2008 to 340 programs in 2010. The Seattle-King County Continuum of Care (CoC) obtained a $1 million bonus award from HUD for homeless projects in 2010 in part as a result of improved data quality.

Between summer 2012 and May 2013, a technical assistance team, composed of outside consultants, carried out a detailed assessment of the efficiency and effectiveness of SH, which furnishes HMIS services for the CoC. The purpose of the assessment was to identify the root causes of perceived and/or real problems across a variety of HMIS functional areas, and to make recommendations for corrective action. The assessment was a part of the technical assistance being provided to the Seattle/King County CoC by HUD under the HUD Priority Communities Initiative. The HUD Priority Communities Initiative is a joint effort of HUD and the U.S. Interagency Council on Homelessness (USICH), providing comprehensive technical assistance to nine selected priority communities across the country (including Seattle/King County) in an attempt to "move the needle" on homelessness in the selected communities, which together account for a significant part of the American homeless population.

In addition, former City of Seattle Human Services Department (HSD) Director Ms. Dannette Smith dedicated departmental funding to go above and beyond the scope of the HUD

technical assistance grant. She invested departmental funds to identify what was working well and what could be improved within SH. The technical assistance consultants interviewed SH users and committees, and reviewed the bugs and fixes needed for the Adsystech system. Based on the information collected, they provided a report entitled "Safe Harbors HMIS Assessment Final Report: Findings and Recommendations." The report identified a number of problems with the Adsystech system, continuity in management, and many other ongoing concerns which the TAG is currently addressing.

One of the issues discussed in the report was the continuity of SH management. There have been six managers in eight years. (Since the assessment was conducted, a new Safe Harbors Technical Program Manager was hired and has led the team for nearly a year. The new structure, with the new Program Manager in place, has resulted in a significant decrease in complaints about the system and an increase in issue resolution.)

The technical assistance report created an elevated level of concern from the King County Council, which under the signature of Councilmember Lambert, issued a letter in June 2013 asking for measureable progress in the following areas:

- Improvement in vendor management of Adsystech.
- Enhancement of IT and system administration skills.
- Improvement in responsiveness to the needs of provider agencies.
- Improvement in Data Quality.

In addition to the letter, the King County Council included a proviso in Ordinance 17619[6] calling for a review of SH management options, which has led to this report. An excerpt from the Ordinance is included as Appendix A. In addition to this report, the TAG has drafted an action plan and is actively working through the plan with several actions aimed to improve SH operations. While it is a work in progress, the current version of the action plan is included as Appendix B.

B. Facilitated Process

MTG Management Consultants, LLC (MTG) was selected as the successful bidder to provide facilitation services for the TAG subcommittee. The subcommittee consists of the following members:

- Ms. Patrice Frank, City of Seattle, MPA, SH Program Manager
- Ms. Diep Nguyen, King County, Department of Community and Human Services (DCHS), IT Service Delivery Manager
- Mr. Bill Kehoe, King County, Chief Information Officer

[6] In Section 42, beginning at line 750 of Ordinance 17619, $250,000 would be allocated to SH upon a motion accepting this report.

- Mr. Greg Ferland, King County, Community Services Division (CSD) Director
- Ms. Hedda McLendon, MPH, YouthCare Director of Programs
- Dr. Tracy Hilliard, Ph.D., MPH, City of Seattle Human Services Department
- Ms. Mary Schwartz, Washington DoC

MTG worked with the subcommittee over a 10-week period to facilitate discussion and agreement on management options, criteria for evaluation options, strengths and weaknesses, implementation timelines, and costs for each option. The information presented in this report is the end product of the 10 weeks of work completed by the TAG subcommittee.

C. TAG Subcommittee Results

This report is the result of the efforts of the TAG subcommittee. It is organized in the following sections:

- *Executive Summary*. Provides a brief summary of needs, process, and options.
- *Introduction*. Provides the background of concerns leading to this report, a summary of the process, and an explanation of the SH organization.
- *Management Options*. Outlines each of the management options evaluated, the pros and cons of each option, a timeline for implementing the options, and cost estimates.

The proviso did not request a defined recommendation for a particular option. Thus, while the TAG subcommittee did weigh the merits of each option, they did not provide a specific recommendation, but rather focused around three that were identified as "positive." The remaining section discusses the nine management options.

III. Management Options

III. Management Options

SH is examining the following management options for the operations and control of the program. There are three categories of organizations presented below, each in their own subsections. Within each subsection there are three different organizations, representing different types of organizations. This creates nine organizations that were reviewed:

Organization 1 – A.1 – New Association – Not-for-profit.
Organization 2 – A.2 – New Association – Consortium of providers.
Organization 3 – A.3 – New Association – ILA.
Organization 4 – B.1 – Government Organization – City of Seattle.
Organization 5 – B.2 – Government Organization – King County.
Organization 6 – B.3 – Government Organization – Washington DoC.
Organization 7 – C.1 – Third Party HMIS User Organization – SH run by HMIS user organization.
Organization 8 – C.2 – Third Party HMIS User Organization – SH integrated into HMIS user organization.
Organization 9 – C.3 – Third Party HMIS User Organization – UWKC.

Each category and type of organization may have assumptions with the option or type of organization. Structural or unique cost assumptions will be included in the introduction of the option. All cost assumptions that apply to all of the options are described in Appendix A. The pros and cons for each organization are listed below.

A. New Association

This category of three options contemplates forming a new organization to run SH. In the options evaluated in this category, SH staff would be employees of a new organization, run by a board of directors composed of stakeholder organizations. The following assumptions apply to all three types of new associations:

- This organization would hold the contracts and process funds associated with SH.
- Staff costs would be 10 percent higher in two of three organizations to compete with private organization salaries.

A potential risk with a new organization would be the organization's management of cash flow. The subcommittee evaluated three organization types within this category:

1. [A.1] Not-For-Profit

This option contemplates forming a separate 501c(3) not-for-profit organization to focus only on the SH mission. It would be formed by filing bylaws and/or articles of incorporation in the State. Incorporating would create a legal entity enabling the organization to be treated as a corporation by law and to enter into business dealings, form contracts, and own property as any other individual or for-profit corporation may do. It would be run by a board structured in

the bylaws, and would have regular meetings and power to amend the bylaws. The board would provide direction to SH, and would hire an executive director to lead SH. The following assumptions apply to this specific option:

- Staff would be employees of the 501c(3).[7]
- The 501c(3) board would be established by the stakeholders from any qualified individuals.

This option would require changes to reporting, committee structures, and, potentially, objectives.

Pro:

- This organization would be governed by HUD and would most likely participate in its financial systems – i.e., aligned with HUD funding structure and understanding HUD guidelines.
- It would operate within Continuum of Care (CoC) user organizations.
- The existence of a peer entity running HMIS could make provider agencies more likely to report.
- A new organization could target hiring for specific skills to increase technical excellence.
- A sole-focus organization could be more nimble and responsive to customer needs, and focused on customer communication and satisfaction.
- All organization personnel would focus on the skills necessary for SH success.
- Leadership would be focused on only the SH agenda.
- Sponsors would focus on SH mission.
- The organization could hire specific staff to handle the requirements effort.
- The organization could focus on the HMIS solution vendor and the associated management tasks necessary for that vendor.
- A single organization would be directly accountable for the SH program and could provide a strong governance model for SH.
- A single organization would potentially be the most nimble and responsive to SH program concerns.
- The organization would have the potential to hold the contracts for HMIS user organizations[8], and could hold the organizations accountable for services.

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7 As noted in the executive summary, the subcommittee made no attempt to define whether new staff would be hired outside of existing staff, or existing staff would transfer to other organizations, or some other hiring or screening process would be employed.

8 As a legal organization, funders could contract with the 501c(3), which would in turn contract with HMIS user organizations. This might simplify programs with multiple funders. While not a current function of SH, this is a potential benefit that could result from this type of organization.

Con:

- The organization would be somewhat removed from the immediate funding stream for CoC services.
- Due to its size and limited focus on SH, the organization may not have leverage on its vendor.
- Not all elements would be able to be managed under one roof, e.g., the 501c(3) is not a funding agency that specifies where funds will be directed.
- With its limited size and staffing, the organization might not be able to leverage size to bring other expertise to bear on issues and needs.
- Having focused resources, the organization might not have the ability to leverage alternative resources.
- The solitary focus of this organization (i.e., lack of diversification) could place its sustainability at risk.
- The organization could be vulnerable to outside influences that could affect viability – e.g., federal program changes, changes in political direction related to homelessness.
- The organization is not the current Adsystech contract holder.
- The organization would need additional resources to complete RFP processes.
- The organization does not have staff and resources to deal with liability concerns, or would have to build the capacity to do so.[9]
- There may be a cost to each HMIS user organization related to the transition. (See Appendix C, cost assumptions.)

Implementation:

The tasks presented in the table below represent significant implementation steps.

	Task	Start Date	Duration
1	**Draft Charter/Bylaws**	Notice to Proceed (NTP)	3 weeks
2	**Organize Board of Directors**	NTP + 3 weeks (Task 1 Complete)	6 weeks
3	**Form Organization**	NTP + 3 weeks (Task 1 Complete)	5 weeks
4	**Locate Office Space**	NTP + 3 weeks (Task 1 Complete)	3 weeks
5	**Complete Lease**	NTP + 9 weeks (Tasks 2 and 4 Complete)	2 weeks
6	**Purchase Furnishing and Fixtures**	NTP + 11 weeks (Task 5 Complete)	8 weeks

[9] The organization is not big enough to have legal staff, but will likely have a few liability concerns and legal issues that will require legal advice. Other options have organizations with that capability, so this point is raised to show the need to potentially resolve the issue if this option were selected.

	Task	Start Date	Duration
7	**Establish Office**	NTP + 19 weeks (Tasks 5-6 Complete)	2 weeks
8	**Implement IT Infrastructure**	NTP + 11 weeks (Task 5 Complete)	8 weeks
9	**Hire Executive Director (ED)**	NTP + 3 weeks (Task 2 Started)	10 weeks
10	**Contract Project Manager (PM)**	NTP + 3 weeks (Task 1 Complete)	6 weeks
11	**Search for Staff**	NTP + 9 weeks (Task 2 Complete)	6 weeks
12	**Hire Staff**	NTP + 15 weeks (Tasks 9 and 11 Complete)	6 weeks
13	**Contract Temporary Staff**	NTP + 13 weeks (Task 9 Complete)	6 weeks
14	**Establish Benefits**	NTP + 9 weeks (Complete 2 weeks after Task 9)	6 weeks
15	**Establish Policies and Procedures**	NTP + 9 weeks (Complete 2 weeks after Task 9)	6 weeks
16	**Establish Accounting**	NTP + 11 weeks (Complete 2 weeks after Task 9)	4 weeks
17	**Implement Communications**	NTP + 11 weeks (Task 5 Complete)	3 weeks
18	**Begin Operations**	NTP + 21 weeks (Tasks 1-17 Complete)	Milestone
19	**Train Staff**	NTP + 21 weeks (Task 18 Complete)	3 weeks
20	**Transfer SH Equipment**	NTP + 21 weeks (Task 18 Complete)	1 week
21	**Transfer Data**	NTP + 22 weeks (Tasks 8 and 20 Complete)	1 week
22	**Adjust Data Feeds**	NTP + 23 weeks (Tasks 18 and 21 Complete)	1 week
23	**Verify Information Flows**	NTP + 24 weeks (Task 22 Complete)	1 week
24	**Confirm All Operations**	NTP + 25 weeks (Task 23 Complete)	1 week

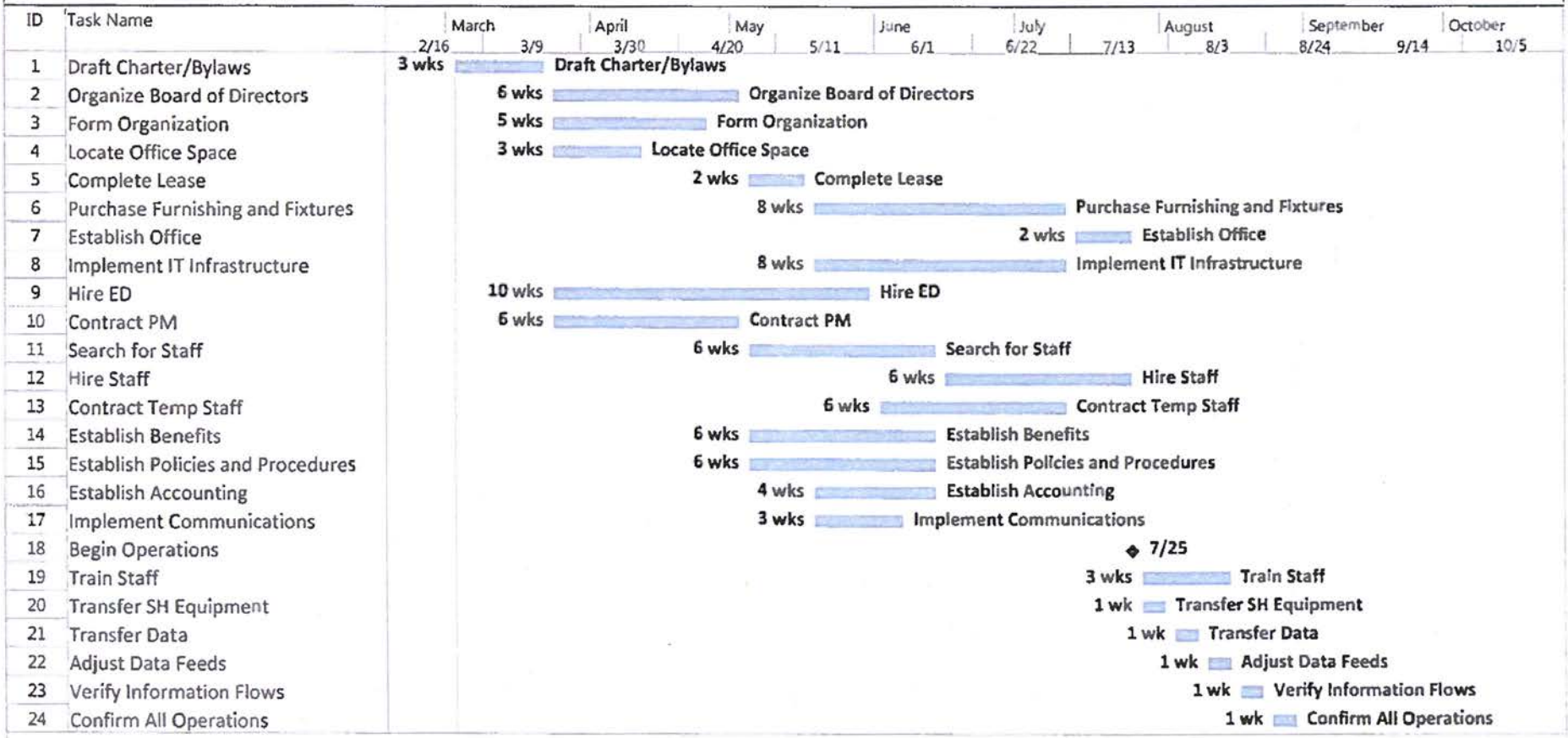
The overall timeline is 26 weeks (6 months), and is planned for implementation at a moderate pace. A project Gantt view is shown in EXHIBIT I.

Cost:

The cost of implementation is estimated to be $638,200. The cost is based on the following elements:

Safe Harbors
Management Alternatives Facilitation
Management Options
Option A.1 Implementation Plan

EXHIBIT I



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Implementation Cost Information	Cost
Assistance creating the charter and bylaws of the 501C.	$15,000
Costs associated with forming the organization, such as filing files, business license, recording fees, etc.	$2,000
Complete the lease, consisting of broker fees and initial deposit.	$12,000
Furnishings, office equipment, and supplies.	$45,000
Tenant improvements associated with the lease.	$30,000
IT infrastructure for the office and staff.	$100,000
Assistance and costs in searching for and hiring the ED.	$8,000
Contract with a PM to manage and coordinate the transition to the new organization.[10]	$180,000
Assistance and costs in searching for SH staff.	$4,000
Contract with temporary staff to augment staffing during the transition to the new organization.[11]	$115,200
Assistance with establishing the benefits programs for the organization	$5,000
Assistance with establishing the policies and procedures for the organization.	$10,000
Assistance establishing the accounting programs for the organization.	$8,000
Costs associated with implementing phones and Internet for the organization.	$3,000
Training new staff on systems and technologies used by SH.	$21,000
Contract services to assist with transferring the data and costs associated with the transfer.	$40,000
Contract services to assist with transferring SH equipment and costs associated with the transfer.	$40,000

The ongoing annual costs, including salaries, are estimated to be $1,254,875. The cost is based on the following elements:

Annual Cost Information	Cost
Office lease.	$72,000
Furnishing and office equipment programmed replacement.	$4,500
Supplies.	$2,000
IT infrastructure licensing and programmed replacement.	$40,000
ED salary.	$177,775
Staff salaries.	$891,000
Annual audits.	$8,000
Phone service and Internet connection.	$6,600
Normal operating costs, estimated from 5 percent of the annual budget.	$60,000

10 160 hours per month at $125/hour for 9 months.

11 3 people at 160 hours per month at $60/hour for 4 months. See Appendix C, Cost Assumptions.

The 501c(3) organization would present an annual budget and be audited annually.

2. [A.2] Consortium of Providers

The consortium option would represent a "membership organization" and would most likely be formed in the same manner as a 501c(3) not-for-profit. The difference would be that the board would be elected by the providers. The board would provide direction to SH, and would hire an executive director to lead SH. This option would require changes to reporting, committee structures, and, potentially, objectives. The following assumptions apply to this specific option:

- HMIS user organizations would join the consortium and become "members".
- Board membership would most likely be drawn from the consortium's members.
- Staff would be employees of the consortium.

It is also important to note there are other mechanisms to form the new consortium, as explored in the "existing providers" section below. However, this is believed to be the most neutral.

Pro:

- The new consortium would be comprised of member CoC user organizations.
- The existence of a peer entity running HMIS could make provider agencies more likely to report.
- The new consortium could be nimble and responsive to customer needs and focused on customer communication and satisfaction.
- It would have the full support of the HMIS user organizations.
- It would have resources available to set standards for measures and ensure consistent service quality.
- The member HMIS user organizations may provide a pool of resources available to draw upon, e.g., specific expertise, knowledge, or staff skills not available in the SH team.
- Leadership would be focused on only the SH agenda.
- The new consortium could hire specific staff to handle the requirements effort.
- This option is potentially the most nimble and responsive to SH program concerns.

Con:

- The new consortium might not be able to manage all elements under one roof.
- With its limited size and staffing, the consortium might not be able to leverage size to bring other expertise to bear on issues and needs.

- Having focused resources, the organization might not have the ability to leverage alternative resources.
- The consortium could be vulnerable to outside influences that could affect viability – e.g., federal program changes, changes in political direction related to homelessness.
- Not all skills, including technical skills, may be available, and may not be focused on SH.
- The consortium might have divided interests other than SH.
- The organizations that would form the consortium are not current Adsystech contract holders.
- The consortium would need additional resources to complete RFP processes.
- Participating HMIS user organizations may have competing efforts underway that would conflict with the anticipated requirements effort.
- The consortium does not currently have staff and resources to deal with liability concerns, or would have to build the capacity to do so.[12]
- There may be a cost to each HMIS user organizations related to the transition. (See Appendix C, cost assumptions.)

Implementation:

The tasks presented in the table below represent significant implementation steps.

	Task	Start Date	Duration
1	**Draft Charter/Bylaws**	NTP	4 weeks
2	**Organize Board of Directors**	NTP + 4 weeks (Task 1 Complete)	6 weeks
3	**Seek Interested Parties**	Notice to Proceed (NTP)	4 weeks
4	**Form Organization**	NTP + 4 weeks (Tasks 1 and 3 Complete)	5 weeks
5	**Locate Office Space**	NTP + 4 weeks (Task 1 Complete)	3 weeks
6	**Complete Lease**	NTP + 10 weeks (Tasks 2 and 5 Complete)	2 weeks
7	**Purchase Furnishing and Fixtures**	NTP + 12 weeks (Task 6 Complete)	8 weeks
8	**Establish Office**	NTP + 20 weeks (Tasks 6-7 Complete)	2 weeks
9	**Implement IT Infrastructure**	NTP + 12 weeks (Task 6 Complete)	8 weeks

[12] The organization is not big enough to have legal staff but will likely have a few liability concerns and legal issues that will require legal advice. Other options have organizations with that capability, so this point is raised to show the need to potentially resolve the issue if this option were selected.

	Task	Start Date	Duration
10	**Hire ED**	NTP + 4 weeks (Task 2 Started)	10 weeks
11	**Contract PM**	NTP + 4 weeks (Task 1 Complete)	6 weeks
12	**Search for Staff**	NTP + 10 weeks (Task 2 Complete)	6 weeks
13	**Hire Staff**	NTP + 16 weeks (Tasks 10 and 12 Complete)	6 weeks
14	**Contract Temporary Staff**	NTP + 14 weeks (Task 10 Complete)	6 weeks
15	**Establish Benefits**	NTP + 10 weeks (Complete 2 weeks after Task 10)	6 weeks
16	**Establish Policies and Procedures**	NTP + 10 weeks (Complete 2 weeks after Task 10)	6 weeks
17	**Establish Accounting**	NTP + 12 weeks (Complete 2 weeks after Task 10)	4 weeks
18	**Implement Communications**	NTP + 12 weeks (Task 6 Complete)	3 weeks
19	**Begin Operations**	NTP + 22 weeks (Tasks 1-18 Complete)	Milestone
20	**Train Staff**	NTP + 22 weeks (Task 18 Complete)	3 weeks
21	**Transfer SH Equipment**	NTP + 22 weeks (Task 19 Complete)	1 week
22	**Transfer Data**	NTP + 23 weeks (Tasks 9 and 21 Complete)	1 week
23	**Adjust Data Feeds**	NTP + 24 weeks (Tasks 19 and 22 Complete)	1 week
24	**Verify Information Flows**	NTP + 25 weeks (Task 23 Complete)	1 week
25	**Confirm All Operations**	NTP + 26 weeks (Tasks 20 and 24 Complete)	1 week

The overall timeline is 27 weeks (just over 6 months), and is planned for implementation at a moderate pace. A project Gantt view is shown in EXHIBIT II.

Cost:

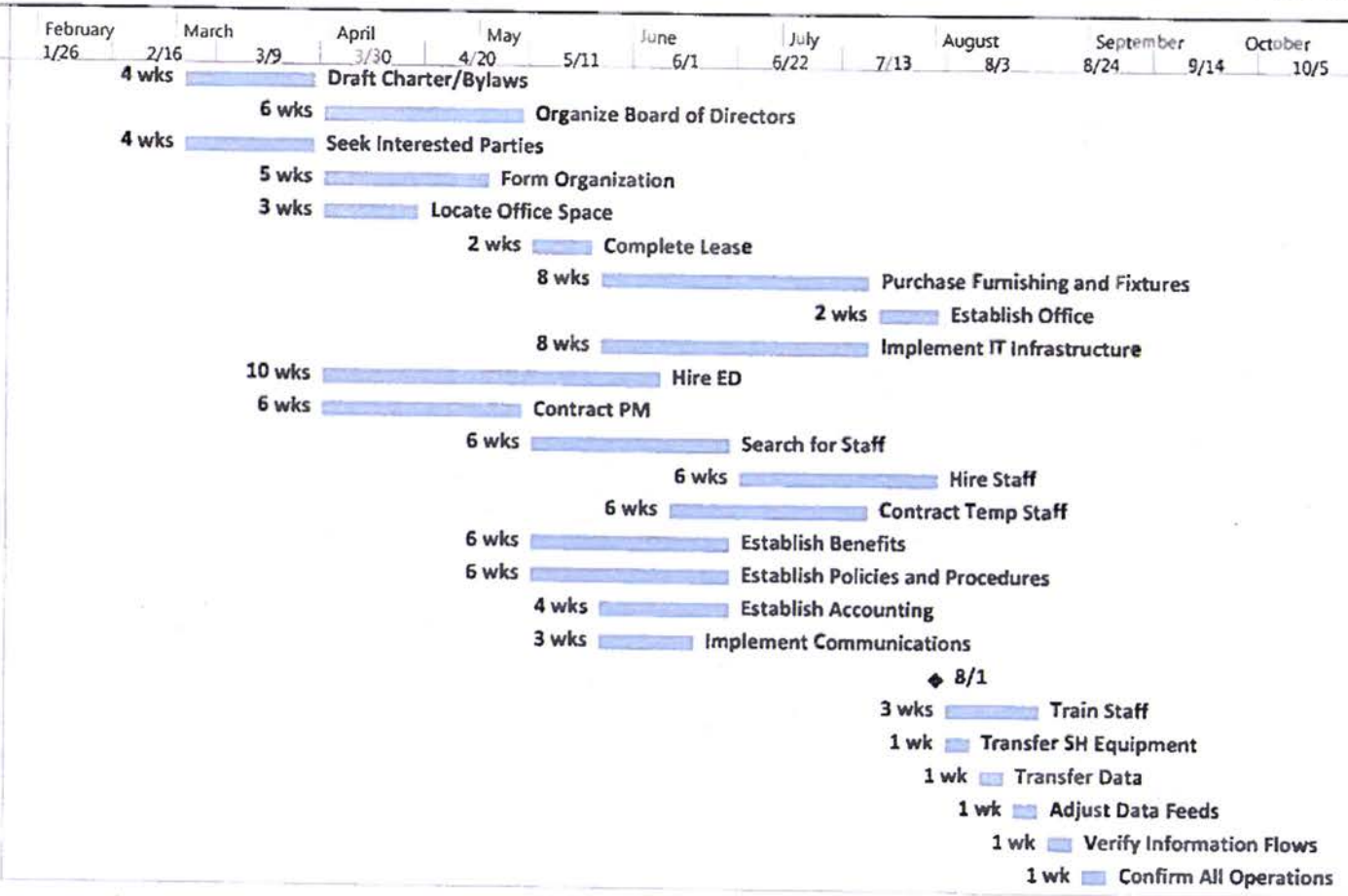
Similar to A.1, above, the cost of implementation is estimated to be $638,200. The cost is based on the following elements:

Implementation Cost Information	Cost
Assistance creating the charter and bylaws of the 501C	$15,000
Costs associated with forming the organization, such as filing files, business license, recording fees, etc.	$2,000
Complete the lease, consisting of broker fees and initial deposit	$12,000
Furnishings, office equipment, and supplies.	$45,000
Tenant improvements associated with the lease.	$30,000

Safe Harbors
Management Alternatives Facilitation
Management Options
Option A.2 Implementation Plan

EXHIBIT II

ID	Task Name
1	Draft Charter/Bylaws
2	Organize Board of Directors
3	Seek Interested Parties
4	Form Organization
5	Locate Office Space
6	Complete Lease
7	Purchase Furnishing and Fixtures
8	Establish Office
9	Implement IT Infrastructure
10	Hire ED
11	Contract PM
12	Search for Staff
13	Hire Staff
14	Contract Temp Staff
15	Establish Benefits
16	Establish Policies and Procedures
17	Establish Accounting
18	Implement Communications
19	Begin Operations
20	Train Staff
21	Transfer SH Equipment
22	Transfer Data
23	Adjust Data Feeds
24	Verify Information Flows
25	Confirm All Operations



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Implementation Cost Information	Cost
IT infrastructure for the office and staff.	$100,000
Assistance and costs in searching for and hiring the ED.	$8,000
Contract with a PM to manage and coordinate the transition to the new organization.[13]	$180,000
Assistance and costs in searching for SH staff.	$4,000
Contract with temporary staff to augment staffing during the transition to the new organization.[14]	$115,200
Assistance with establishing the benefits programs for the organization	$5,000
Assistance with establishing the policies and procedures for the organization.	$10,000
Assistance establishing the accounting programs for the organization.	$8,000
Costs associated with implementing phones and Internet for the organization.	$3,000
Training new staff on systems and technologies used by SH.	$21,000
Contract services to assist with transferring the data and costs associated with the transfer.	$40,000
Contract services to assist with transferring SH equipment and costs associated with the transfer.	$40,000

Similar to A.1, above, the ongoing annual cost, including salaries, is estimated to be $1,254,875. The cost is based on the following elements:

Annual Cost Information	Cost
Office lease.	$72,000
Furnishing and office equipment programmed replacement.	$4,500
Supplies.	$2,000
IT infrastructure licensing and programmed replacement.	$40,000
ED salary.	$177,775
Staff salaries.	$891,000
Annual audits.	$8,000
Phone service and Internet connection.	$6,600
Normal operating costs, estimated from 5 percent of the annual budget.	$60,000

The association organization would present an annual budget and be audited annually.

3. [A.3] Interlocal Agreement

This option would create a separate government organization through Washington law allowing Interlocal Agreements (ILAs) that would operate at the direction of a board defined

[13] 160 hours per month at $125/hour for 9 months.
[14] 3 people at 160 hours per month at $60/hour for 4 months.

in the ILA. The ILA is formed by formal legislative action of the subject government agencies for the purposes of providing a defined set of services to multiple units of government without being a specific part of any of the specific government agencies that form the ILA.[15] The following assumptions apply to this specific option:

- The ILA most likely would not face competition from the private sector, and therefore would not have the 10 percent addition on staff costs.
- When the organization is formed, the ILA would have to evaluate the interest for supporting the organization from King County and the City of Seattle. This adds some time to early tasks in the timeline when compared to other options.
- The ILA might achieve cost savings if supported by either the City of Seattle or King County. However, the savings are dependent on services offered by supporting organizations and accepted by the ILA.
- The ILA option assumes equivalent administrative support is available to the ILA as is currently available to SH. The cost of this option increases without this or equivalent support.

The board would provide direction to SH, and would hire an executive director to lead SH. In addition, staff could be employees of the organization or provided through a support agreement from other organizations, such as the City of Seattle. The ILA is a small government organization that has a specific purpose and is built to fulfill that purpose. They are typically very efficient and economical. ILAs generally rely on one of the constituent government organizations for administrative support but has its own decision and approval process.

Pro:

- An ILA would be aligned with the funding agencies (Seattle, King County, and UWKC).
- This organization could participate in HUD financial systems implementing HMIS services – i.e., aligned with HUD funding structure and understanding HUD guidelines.
- It would be within CoC user organizations.
- It would be able to manage all elements to support funding, technical support, governance, and vendor.
- It would be able to target hiring for specific skills to increase technical excellence.

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[15] An example of an ILA existed in Pierce County. The Law Enforcement Support Agency (LESA) was an ILA formed by Pierce County and the City of Tacoma to provide E911 services to the region. The LESA Board consisted of the Mayor of Tacoma, Tacoma Police Chief, County Executive, County Sheriff, and a member of the community selected by the City and County. This organization served the community for 38 years until last year, when it was expanded to become South Sound 911.

- It would have the ability, by virtue of its association with a government agency, to contract out/acquire specific, focused IT skills.
- Dedicated technical resources would be focused on support of SH only (e.g., data analysis and understanding of the data). This is a true strength for the option.
- It would be able to leverage size to bring other expertise to bear on issues and needs.
- It would be able to be nimble and responsive to customer needs and focused on customer communication and satisfaction.
- It would have the strongest sponsorship due to board organization and participation.
- It would have strong financial backing and additional resources when necessary in order to dedicate resources to SH.
- It would have funding and resources that could be leveraged to ensure long-term viability.
- The ILA would have to be formally dissolved to terminate the organization, providing formal longevity.
- Resources would be available to set the standards for measures and ensure consistent service quality.
- All organization personnel would be focused on the skills necessary for SH success. Leadership would be focused on only the SH agenda.
- Sponsors would focus on SH mission.
- The ILA would be able to go to governance and stakeholders to get enhanced support and have broader discussions for SH.
- The ILA would have good vendor management skills and be able to manage large vendors like those likely to provide SH services.
- The ILA could rely on B.1, B.2, or B.3 for skills to create, proffer, and contract in support of the RFP and selection process.
- It could hire the specific staff to handle the requirements effort.
- It could also draw on the B.1, B.2, and B.3 to handle the requirements effort.
- The ILA would be directly accountable for the SH program and under a strong governance for SH.
- The ILA would potentially be the most nimble and responsive to SH program concerns.
- It would have the potential to hold the contracts for HMIS user organizations[16], and to hold the organizations accountable for the services.

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16 As a legal organization, funders could contract with the ILA, which would in turn contract with HMIS user organizations. This might simplify programs with multiple funders. While not a current function of SH, this is a potential benefit that could result from this type of organization.

- It would be a focused organization (only does SH business), and would help instill confidence by having a non-biased agenda (not easily influenced by parent or member agendas).

Con:

- The ILA is not the current Adsystech contract holder.
- The ILA does not have the staff and resources to deal with liability concerns, or would have to build the capacity.[17]
- There may be a cost to each HMIS user organizations related to the transition. (See Appendix C, cost assumptions.)

Implementation:

The tasks presented in the table below represent significant implementation steps.

	Task	Start Date	Duration
1	**Draft Charter/Bylaws**	NTP	3 weeks
2	**Approve Charter**	NTP + 3 weeks (Task 1 Complete)	4 weeks
3	**Organize Board of Directors**	NTP + 7 weeks (Task 2 Complete)	6 weeks
4	**Form Organization**	NTP + 3 weeks (Task 1 Complete)	8 weeks
5	**Locate Office Space**	NTP + 3 weeks (Task 1 Complete)	7 weeks
6	**Complete Lease**	NTP + 13 weeks (Tasks 3 and 5 Complete)	2 weeks
7	**Purchase Furnishing and Fixtures**	NTP + 15 weeks (Task 6 Complete)	8 weeks
8	**Establish Office**	NTP + 23 weeks (Tasks 6-7 Complete)	2 weeks
9	**Implement IT Infrastructure**	NTP + 15 weeks (Task 6 Complete)	8 weeks
10	**Hire ED**	NTP + 7 weeks (Task 3 Started)	10 weeks
11	**Contract PM**	NTP + 7 weeks (Task 2 Complete)	6 weeks
12	**Search for Staff**	NTP + 13 weeks (Task 3 Complete)	6 weeks
13	**Hire Staff**	NTP + 19 weeks (Tasks 10 and 12 Complete)	6 weeks
14	**Contract Temporary Staff**	NTP + 17 weeks (Task 10 Complete)	6 weeks

[17] The organization is not big enough to have legal staff but will likely have a few liability concerns and legal issues that will require legal advice. Other options have organizations with that capability, so this point is raised to show the need to potentially resolve the issue if this option were selected.

	Task	Start Date	Duration
15	**Establish Benefits**	NTP + 13 weeks (Complete 2 weeks after Task 10)	6 weeks
16	**Establish Policies and Procedures**	NTP + 13 weeks (Complete 2 weeks after Task 10)	6 weeks
17	**Establish Accounting**	NTP + 15 weeks (Complete 2 weeks after Task 10)	4 weeks
18	**Implement Communications**	NTP + 15 weeks (Task 6 Complete)	3 weeks
19	**Begin Operations**	NTP + 25 weeks (Tasks 1-18 Complete)	Milestone
20	**Train Staff**	NTP + 25 weeks (Task 19 Complete)	3 weeks
21	**Transfer SH Equipment**	NTP + 25 weeks (Task 19 Complete)	1 week
22	**Transfer Data**	NTP + 26 weeks (Tasks 9 and 21 Complete)	1 week
23	**Adjust Data Feeds**	NTP + 27 weeks (Tasks 19 and 22 Complete)	1 week
24	**Verify Information Flows**	NTP + 28 weeks (Task 23 Complete)	1 week
25	**Confirm All Operations**	NTP + 29 weeks (Tasks 20 and 24 Complete)	1 week

Note some of the ILA tasks are longer than previous options, such as the 9 weeks involved in finding an office (7 weeks) and completing the lease (2 weeks). The overall timeline is 30 weeks (7 months) and is planned for implementation at a ***moderate*** pace. A project Gantt view is shown in EXHIBIT III.

Cost:

Similar to A.1, above, the cost of implementation is estimated to range from $505,200 to $638,200. There are potential reductions if agreements can be made between the ILA and a government agency to provide the services at a lower cost. The variable costs are indicated in underlined italics. The cost is based on the following elements:

Implementation Cost Information	Cost
Assistance creating the charter and agreements for the ILA	$15,000
Costs associated with forming the organization, such as filing files, business license, recording fees, etc.	$2,000
Complete the lease, consisting of broker fees and initial deposit.[18]	*No Charge to $12,000*
Furnishings, office equipment, and supplies.[18]	*$20,000 to $45,000*

[18] This cost may be reduced to the lower end of the range indicated if space or resources are available in the City of Seattle or King County.

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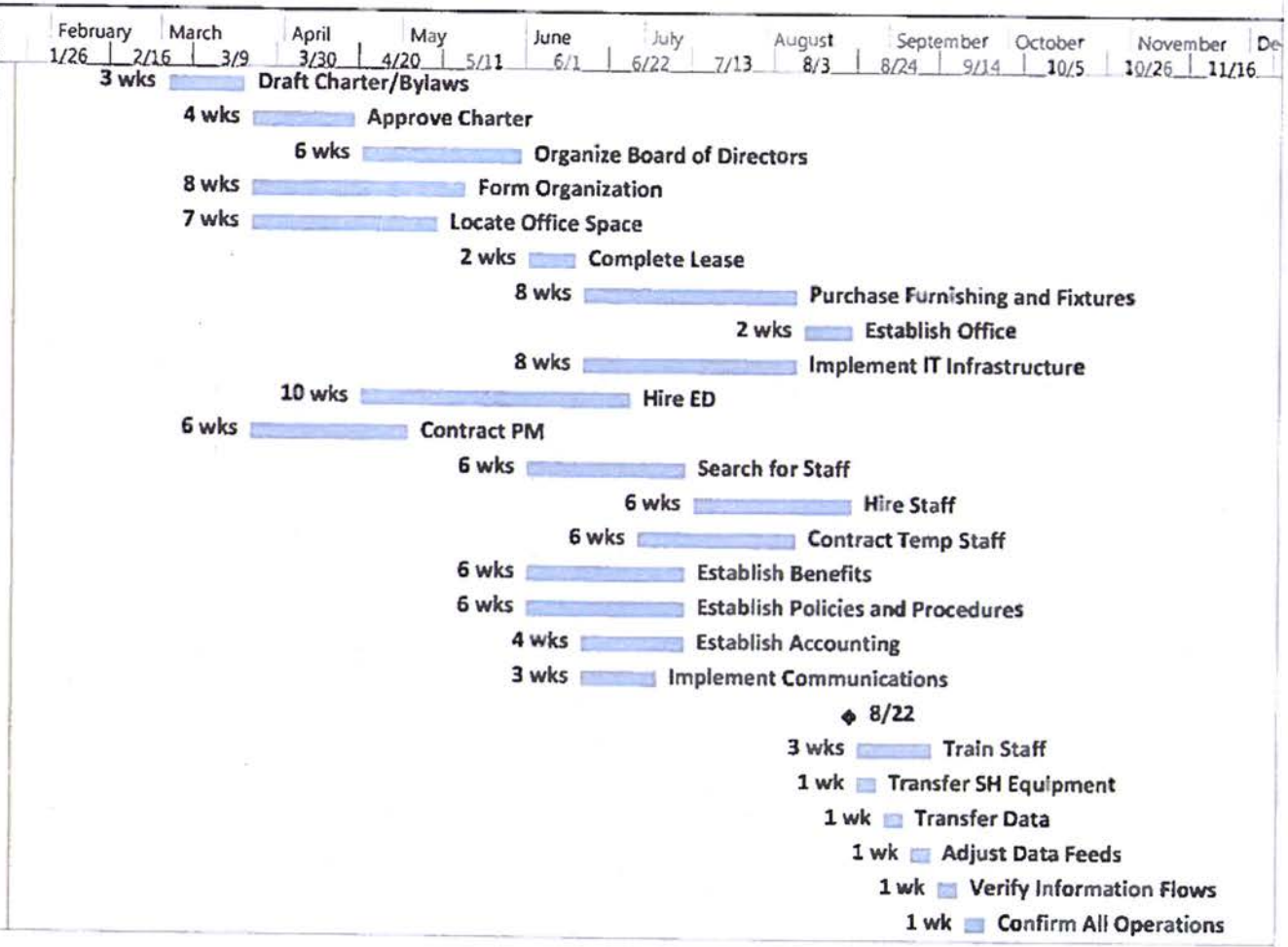
Option A.3 Implementation Plan

EXHIBIT III

ID	Task Name
1	Draft Charter/Bylaws
2	Approve Charter
3	Organize Board of Directors
4	Form Organization
5	Locate Office Space
6	Complete Lease
7	Purchase Furnishing and Fixtures
8	Establish Office
9	Implement IT Infrastructure
10	Hire ED
11	Contract PM
12	Search for Staff
13	Hire Staff
14	Contract Temp Staff
15	Establish Benefits
16	Establish Policies and Procedures
17	Establish Accounting
18	Implement Communications
19	Begin Operations
20	Train Staff
21	Transfer SH Equipment
22	Transfer Data
23	Adjust Data Feeds
24	Verify Information Flows
25	Confirm All Operations



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Implementation Cost Information	Cost
Tenant improvements associated with the lease.	$30,000
IT infrastructure for the office and staff.	*$50,000 to $100,000*
Assistance and costs in searching for and hiring the ED.	$8,000
Contract with a PM to manage and coordinate the transition to the new organization.[19]	$180,000
Assistance and costs in searching for SH staff.	$4,000
Contract with temporary staff to augment staffing during the transition to the new organization.[20]	$115,200
Assistance with establishing the benefits programs for the organization.[18]	*No Charge to $5,000*
Assistance with establishing the policies and procedures for the organization.[18]	*No Charge to $10,000*
Assistance establishing the accounting programs for the organization.[18]	*No Charge to $8,000*
Costs associated with implementing phones and Internet for the organization.[18]	*No Charge to $3,000*
Training new staff on systems and technologies used by SH.	$21,000
Contract services to assist with transferring the data and costs associated with the transfer.	$40,000
Contract services to assist with transferring SH equipment and costs associated with the transfer.	*$20,000 to $40,000*

Similar to A.1, above, the ongoing annual cost, including salaries, is estimated to range from $1,136,350to $1,158,350. The cost is based on the following elements:

Annual Cost Information	Cost
Office lease.	*$50,000 to $72,000*
Furnishing and office equipment programmed replacement.	$4,500
Supplies.	$2,000
IT infrastructure licensing and programmed replacement.	$40,000
ED salary.	$155,250
Staff salaries.	$810,000
Annual audits.	$8,000
Phone service and Internet connection.	$6,600
Normal operating costs, estimated from 5 percent of the annual budget.	$60,000

The ILA would present an annual budget and be audited annually.

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19 160 hours per month at $125/hour for 9 months.

20 3 people at 160 hours per month at $60/hour for 4 months.

B. Government Organization

This category of options relies on a government organization to house and operate SH to the satisfaction of the key stakeholders. Under these three options, SH would be managed through a committee structure, with administrative support from the government provider. The following assumption applies to all three types of new organizational options:

The SH management structure would be blended into any government organization supporting the operation.

The subcommittee evaluated three possible organization types within this category:

1. [B.1] City of Seattle

This option represents the current model. There may be adjustments in the committee structure, objectives, and reporting processes with this option that will be determined as the options are refined. The following assumptions apply to this specific option:

- The City does not face competition from private-sector salary ranges and therefore does not have the 10 percent addition to staff costs. For this option, the actual numbers are based on current salaries.
- The ED salary would be approximately $20,000 less for this organization, and the actual numbers are based on current salaries.
- There would be very little change from a structural or cost perspective with this option.

This contemplates implementation of the remaining items on the SH action plan developed by the TAG.

Pro:

- This structure would be aligned with funding agencies (Seattle, King County, and UWKC).
- This structure would be governed by HUD and would most likely participate in its financial systems – i.e., aligned with HUD funding structure and understanding HUD guidelines.
- Because this structure currently exists, it has current relationships with user organizations.
- This structure is within CoC user organizations.
- It has the ability to manage all elements to support funding, technical support, governance, and vendor.
- It can target hiring for specific skills to increase technical excellence.
- It can provide dedicated technical resources focused on support of SH only (e.g., data analysis and understanding of the data). This is a true strength for the option.

- It can leverage size to bring other expertise to bear on issues and needs.
- It has resources to meet customer needs and focus on customer communication and satisfaction.
- It is embedded with funders and currently has the attention of the financial and management controls.
- It has strong financial backing and additional resources when necessary in order to dedicate resources to SH.
- It has funding and resources that can be leveraged to ensure long-term viability.
- Resources are available to set standards for measures and ensure consistent service quality.
- All organization personnel are focused on the skills necessary for SH success.
- Leadership will be focused on only the SH agenda.
- Support is strong for this type of organization as it is a logical part of a funding agency.
- This structure can go to governance and stakeholders to get enhanced support and have broader discussions for SH.
- It has good vendor management skills and is able to manage large vendors like those likely to provide SH services.
- It has the IT skills for vendor management.
- It has the resources available, including legal team availability, to create, proffer, and contract in support of the RFP and selection process.
- It has the staff available to handle the requirements effort.
- It is highly sensitive to issues as a public organization facing wide scrutiny.
- This organization holds the contracts for HMIS user organizations and can hold the organizations accountable for services.
- This organization has the staff and resources to deal with liability concerns.
- The City of Seattle is already running SH.

Con:

- The City of Seattle is not the current Adsystech contract holder.

Implementation:

The tasks presented in the table below represent significant implementation steps.

	Task	Start Date	Duration
1	**Contract Temporary Staff**	NTP	4 weeks
2	**Review and Verify Data**	NTP + 4 weeks (Task 1 Complete)	6 weeks

	Task	Start Date	Duration
3	**Verify Information Flows**	NTP + 4 weeks (Task 1 Complete)	2 weeks
4	**Confirm All Operations**	NTP + 10 weeks (Tasks 2 and 3 Complete)	1 week

The overall timeline is 13 weeks (3 months) and is planned for implementation at a moderate pace. A project Gantt view is shown in EXHIBIT IV.

Cost:

The cost of implementation is estimated to be $68,800. The cost is based on the following elements:

Implementation Cost Information	Cost
Contract with temporary staff to augment staffing during the transition to the new organization.[21]	$28,800
Contract services to assist with transferring the data and costs associated with the transfer, TAG action plan improvements, and other unanticipated improvement costs.	$40,000

The ongoing annual cost, including salaries, is estimated to be $1,028,561. The cost is based on the following elements:

Annual Cost Information	Cost
Annual audits.	$8,000
Annual budget based on the 2013 SH annual budget.[22]	$970,561
Unexpected costs (these contingency costs are estimated from 5 percent of the annual budget).	$50,000

The organization would continue to be part of the City of Seattle budget process, but would be audited annually by an outside firm.

2. [B.2] King County

Under this option, SH would move from the City of Seattle to King County. The committee structure and objectives might be revised; however, reporting processes would likely have to change to align with the new organization. The following assumptions apply to this specific option:

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21 2 people at 40 hours per week at $60/hour for 6 weeks. See Appendix C for cost assumptions.

22 This cost may not include other support that is provided by Seattle's HSD, which houses SH. In fact, MTG believes it is likely that another $50,000 to $100,000 of cost may not be attributed to SH within the narrowly defined City budget structures.

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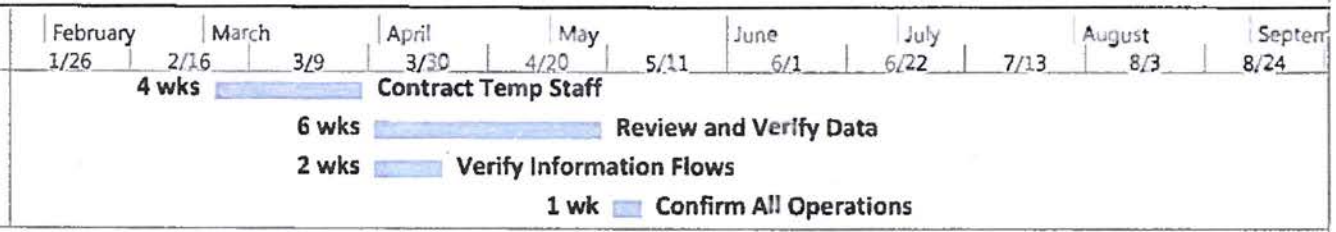
Option B.1 Implementation Plan

EXHIBIT IV

ID	Task Name
1	Contract Temp Staff
2	Review and Verify Data
3	Verify Information Flows
4	Confirm All Operations



- Staff would be moved to King County.
- The county does not face competition from private-sector salary ranges and therefore does not have the 10 percent addition to staff costs.
- The ED salary would be approximately $20,000 less than private rates for this organization.
- Some activities to organize and establish the new SH organization in King County may take longer than other options to ensure existing County processes are followed.

In addition to these assumptions, many of the costs are listed as a range of costs due to variances in chargeback methods, possible effort savings, and potential costs that have to be accounted for in a form comparable to other options.

Pro:

- A King County SH structure would be aligned with funding agencies (Seattle, King County, and UWKC).
- This organization would be governed by HUD and would most likely participate in its financial systems – i.e., aligned with HUD funding structure and understanding HUD guidelines.
- It has current relationships with the user organizations.
- It is within the CoC user organizations.
- It could manage all elements to support funding, technical support, governance, and vendor.
- It could target hiring for specific skills to increase technical excellence.
- King County could provide dedicated technical resources that are focused on support of SH only (e.g., data analysis and understanding of the data). This is a true strength for the option.
- It could leverage size to bring other expertise to bear on issues and needs.
- It has resources to meet customer needs and focus on customer communication and satisfaction.
- It is embedded with funders and currently has the attention of the financial and management controls.
- It has strong financial backing and additional resources when necessary in order to dedicate resources to SH.
- It has funding and resources that can be leveraged to ensure long-term viability.
- Resources are available to set the standards for measures and ensure consistent service quality. All organization personnel are focused on the skills necessary for SH success.
- Leadership could be focused on only the SH agenda.

- Support is strong for this type of organization as it is a logical part of a funding agency.
- King County could go to governance and stakeholders to get enhanced support and have broader discussions for SH.
- The County has good vendor management skills and is able to manage large vendors like those likely to provide SH services.
- It has the IT skills for vendor management.
- It has the resources available, including legal team availability, to create, proffer, and contract in support of the RFP and selection process.
- It has the staff available to handle the requirements effort.
- It is highly sensitive to issues as a public organization facing wide scrutiny.
- It holds the contracts for HMIS user organizations and can hold the organizations accountable for the services.
- It has the staff and resources to deal with liability concerns.
- King County currently manages similar services and has existing customers with confidence in those services.

Con:

- King County is not the current Adsystech contract holder.
- There may be a cost to each HMIS user organization related to the transition. (See Appendix C, cost assumptions.)

Implementation:

The tasks presented in the table below represent significant implementation steps.

	Task	Start Date	Duration
1	**Define Organization and Reporting**	NTP	3 weeks
2	**Form Organization**	NTP + 3 weeks (Task 1 Complete)	6 weeks
3	**Locate Office Space**	NTP + 3 weeks (Task 1 Complete)	5 weeks
4	**Complete Lease**	NTP + 8 weeks (Tasks 1 and 3 Complete)	6 weeks
5	**Purchase Furnishing and Fixtures**	NTP + 13 weeks (Two weeks before Task 4 Complete)	8 weeks
6	**Establish Office**	NTP + 20 weeks (Tasks 4-5 Complete)	4 weeks
7	**Implement IT Infrastructure**	NTP + 14 weeks (Task 4 Complete)	8 weeks
8	**Hire ED**	NTP + 3 weeks (Task 2 Started)	10 weeks

	Task	Start Date	Duration
9	**Contract PM**	NTP + 3 weeks (Task 1 Complete)	6 weeks
10	**Search for Staff**	NTP + 9 weeks (Task 2 Complete)	10 weeks
11	**Hire Staff**	NTP + 16 weeks (Task 8 Complete and 3 weeks before Task 10 Complete)	8 weeks
12	**Contract Temporary Staff**	NTP + 13 weeks (Task 8 Complete)	6 weeks
13	**Establish Benefits**	NTP + 9 weeks (Complete 2 weeks after Task 8)	6 weeks
14	**Establish Policies and Procedures**	NTP + 9 weeks (Complete 2 weeks after Task 8)	6 weeks
15	**Establish Accounting**	NTP + 9 weeks (Complete 2 weeks after Task 8)	6 weeks
16	**Implement Communications**	NTP + 14 weeks (Task 4 Complete)	6 weeks
17	**Begin Operations**	NTP + 24 weeks (Tasks 1-16 Complete)	Milestone
18	**Train Staff**	NTP + 24 weeks (Task 17 Complete)	3 weeks
19	**Transfer SH Equipment**	NTP + 24 weeks (Task 17 Complete)	1 week
20	**Transfer Data**	NTP + 25 weeks (Tasks 7 and 19 Complete)	1 week
21	**Adjust Data Feeds**	NTP + 26 weeks (Tasks 17 and 20 Complete)	2 week
22	**Verify Information Flows**	NTP + 28 weeks (Task 21 Complete)	1 week
23	**Confirm All Operations**	NTP + 29 weeks (Tasks 18 and 22 Complete)	1 week

The overall timeline is 30 weeks (7 months) and is planned for implementation at a moderate pace. A project Gantt view is shown in EXHIBIT V.

Cost:

The estimated cost of implementation ranges between $452,200 and $623,200, with the most likely estimate near the low end of the range. There are potential reductions if King County provides the services at no cost or a lower cost. The variable costs are indicated in underlined italics. The cost is based on the following elements:

Implementation Cost Information	Cost
Costs associated with forming the organization, such as filing files, business license, recording fees, etc.	$2,000

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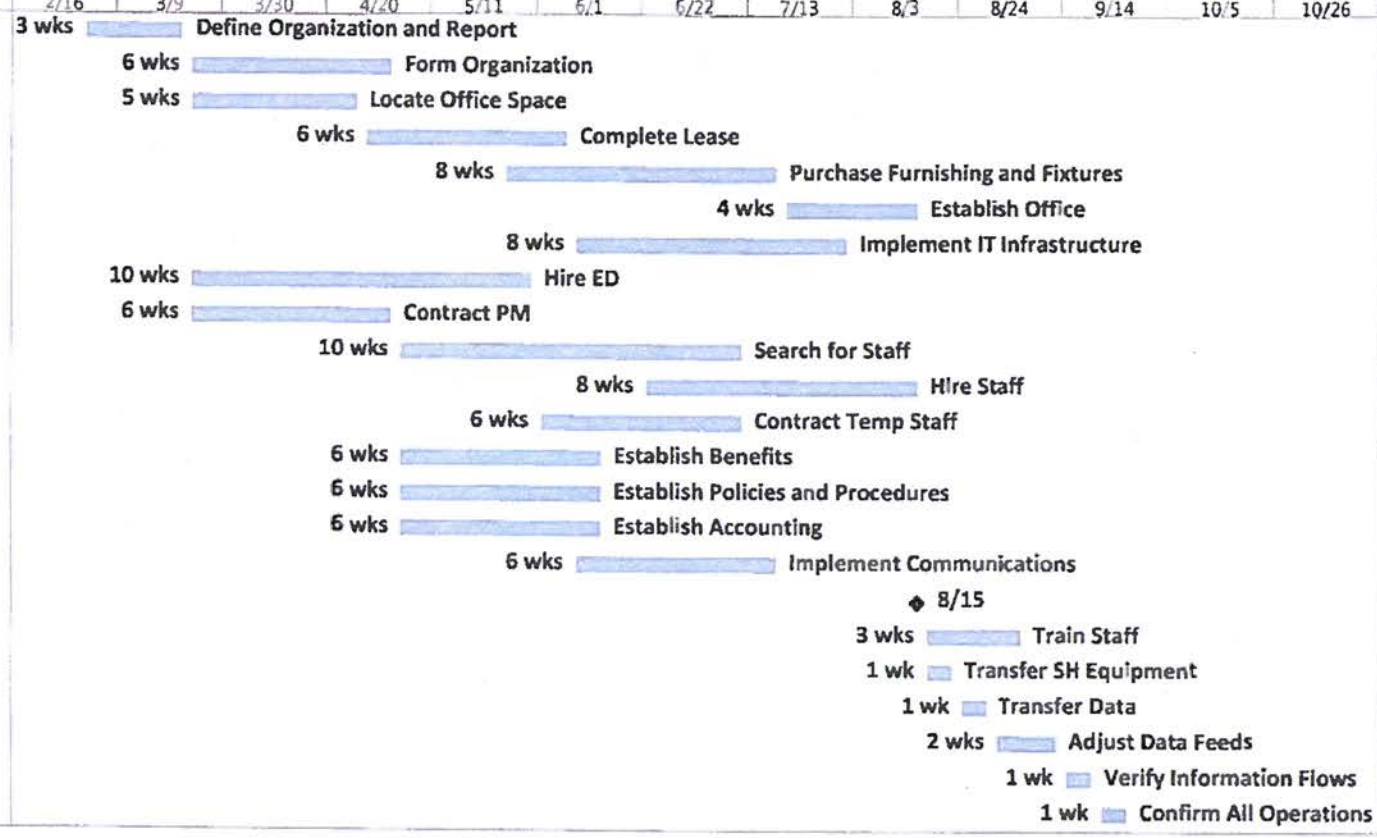
Option B.2 Implementation Plan

EXHIBIT V

ID	Task Name	Date	Duration
1	Define Organization and Report	3 wks	Define Organization and Report
2	Form Organization	6 wks	Form Organization
3	Locate Office Space	5 wks	Locate Office Space
4	Complete Lease	6 wks	Complete Lease
5	Purchase Furnishing and Fixtures	8 wks	Purchase Furnishing and Fixtures
6	Establish Office	4 wks	Establish Office
7	Implement IT Infrastructure	8 wks	Implement IT Infrastructure
8	Hire ED	10 wks	Hire ED
9	Contract PM	6 wks	Contract PM
10	Search for Staff	10 wks	Search for Staff
11	Hire Staff	8 wks	Hire Staff
12	Contract Temp Staff	6 wks	Contract Temp Staff
13	Establish Benefits	6 wks	Establish Benefits
14	Establish Policies and Procedures	6 wks	Establish Policies and Procedures
15	Establish Accounting	6 wks	Establish Accounting
16	Implement Communications	6 wks	Implement Communications
17	Begin Operations		8/15
18	Train Staff	3 wks	Train Staff
19	Transfer SH Equipment	1 wk	Transfer SH Equipment
20	Transfer Data	1 wk	Transfer Data
21	Adjust Data Feeds	2 wks	Adjust Data Feeds
22	Verify Information Flows	1 wk	Verify Information Flows
23	Confirm All Operations	1 wk	Confirm All Operations



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Implementation Cost Information	Cost
Complete the lease, consisting of broker fees and initial deposit.[23]	No Charge to $12,000
Furnishings, office equipment, and supplies.[23]	$20,000 to $45,000
Tenant improvements associated with the lease.	$30,000
IT infrastructure for the office and staff.	$75,000 to $100,000
Assistance and costs in searching for and hiring the ED.	$8,000
Contract with a PM to manage and coordinate the transition to the new organization. [24]	$135,000 to $180,000
Assistance and costs in searching for SH staff.[23]	No Charge to $4,000
Contract with temporary staff to augment staffing during the transition to the new organization.[25]	$115,200
Assistance with establishing the benefits programs for the organization.[23]	No Charge to $5,000
Assistance with establishing the policies and procedures for the organization.[23]	No Charge to $10,000
Assistance establishing the accounting programs for the organization.[23]	No Charge to $8,000
Costs associated with implementing phones and Internet for the organization.[23]	No Charge to $3,000
Training new staff on systems and technologies used by SH.	$21,000
Contract services to assist with transferring the data and costs associated with the transfer.	$26,000 to $40,000
Contract services to assist with transferring SH equipment and costs associated with the transfer.	$20,000 to $40,000

Somewhat similar to A.3, above, the ongoing annual cost, including salaries, is estimated to range from $1,071,750 to $1,140,350. The cost is based on the following elements:

Annual Cost Information	Cost
Office lease, assuming County rates of $6,000 per month for 2,800 rentable square feet on the high end.[23]	$50,000 to $72,000
Furnishing and office equipment programmed replacement.	$4,500
Supplies.	$2,000
IT infrastructure licensing and programmed replacement. [23]	No Charge to $40,000
ED salary.	$155,250
Staff salaries.	$810,000

23 This cost may be reduced to the lower end of the range indicated if space or resources are available in the City of Seattle or King County.

24 Calculated at 160 hours per month at $125/hour for 9 months for a contractor, however, this may be reduced if KC IT provides the project manager at $15,000 per month (Anticipated Rate).

25 3 people at 160 hours per month at $60/hour for 4 months.

Annual Cost Information	Cost
Phone service and Internet connection.[23]	*No Charge to $6,600*
Normal operating costs, estimated from 5 percent of the annual budget.	$50,000

SH would present an annual budget as part of the County budget process and be audited by the County Auditor.

3. [B.3] Washington Department of Commerce

Under this option, SH would move from the City of Seattle to the DoC. While this is an unlikely option, it would realign operation of SH to DoC. The following assumptions apply to this specific option:

- Staff would be moved to DoC.
- The State does not face competition from private-sector salary ranges and therefore does not have the 10 percent addition to staff costs.
- The ED salary would be approximately $20,000 less than private rates for this organization.
- Other chargeback costs would be roughly equivalent to King County.

As with the above options, alignment changes could be made with the committee structure, objectives, and processes.

Pro:

- DoC could leverage size to bring other expertise to bear on issues and needs.
- It has strong financial backing and could provide additional resources when necessary in order to dedicate resources to SH.
- It has funding and resources that could be leveraged to ensure long-term viability.
- DoC has resources available to set the standards for measures and ensure consistent service quality.
- Relevant skills are available in the organization.
- DoC has good vendor management skills and is able to manage large vendors like those likely to provide SH services.
- DoC is the current contract holder for Adsystech, the SH service provider.
- It has the IT skills for vendor management.
- It has the resources available, including legal team availability, to create, proffer, and contract in support of the RFP and selection process.
- It has the staff available to handle the requirements effort.

- It has the staff and resources to deal with liability concerns.

Con:

- DoC is not aligned with funding agencies (Seattle, King County, and UWKC).
- Distance from HMIS user organizations and the community they serve might impact the agencies significantly.
- DoC would not be able to manage all elements of SH under one roof.
- Under DoC, SH could be lost in the "clutter" of the other, similar programs.
- Not all of the skills may be focused on SH: DoC may hire or assign individuals with skills not related to or focused on SH operations.
- DoC might have divided interests other than SH: the leadership of the SH organization within DoC may be distracted by other DoC-related initiatives or issues, thereby dividing attention or interest in SH.
- DoC is currently focused on back-end data; would have to also focus on front-end services.
- The DoC mission is much broader than SH and from a line-of-business standpoint is removed from community being serviced.
- There may be a cost to each HMIS user organizations related to the transition. (See Appendix C, cost assumptions.)

Implementation:

The tasks presented in the table below represent significant implementation steps.

	Task	Start Date	Duration
1	**Define Organization and Reporting**	NTP	3 weeks
2	**Form Organization**	NTP + 3 weeks (Task 1 Complete)	6 weeks
3	**Locate Office Space**	NTP + 3 weeks (Task 1 Complete)	7 weeks
4	**Complete Lease**	NTP + 10 weeks (Tasks 1 and 3 Complete)	6 weeks
5	**Purchase Furnishing and Fixtures**	NTP + 14 weeks (Two weeks before Task 4 Complete)	8 weeks
6	**Establish Office**	NTP + 22 weeks (Tasks 4-5 Complete)	4 weeks
7	**Implement IT Infrastructure**	NTP + 16 weeks (Task 4 Complete)	8 weeks
8	**Hire ED**	NTP + 3 weeks (Task 2 Started)	10 weeks
9	**Contract PM**	NTP + 3 weeks (Task 1 Complete)	6 weeks
10	**Search for Staff**	NTP + 9 weeks (Task 2 Complete)	10 weeks

	Task	Start Date	Duration
11	**Hire Staff**	NTP + 16 weeks (Task 8 Complete and 3 weeks before Task 10 Complete)	8 weeks
12	**Contract Temporary Staff**	NTP + 13 weeks (Task 8 Complete)	6 weeks
13	**Establish Benefits**	NTP + 9 weeks (Complete 2 weeks after Task 8)	6 weeks
14	**Establish Policies and Procedures**	NTP + 9 weeks (Complete 2 weeks after Task 8)	6 weeks
15	**Establish Accounting**	NTP + 9 weeks (Complete 2 weeks after Task 8)	6 weeks
16	**Implement Communications**	NTP + 16 weeks (Task 4 Complete)	6 weeks
17	**Begin Operations**	NTP + 26 weeks (Tasks 1-16 Complete)	Milestone
18	**Train Staff**	NTP + 26 weeks (Task 17 Complete)	3 weeks
19	**Transfer SH Equipment**	NTP + 26 weeks (Task 17 Complete)	1 week
20	**Transfer Data**	NTP + 27 weeks (Tasks 7 and 19 Complete)	1 week
21	**Adjust Data Feeds**	NTP + 28 weeks (Tasks 17 and 20 Complete)	2 week
22	**Verify Information Flows**	NTP + 30 weeks (Task 21 Complete)	1 week
23	**Confirm All Operations**	NTP + 31 weeks (Tasks 18 and 22 Complete)	1 week

The overall timeline is 32 weeks (over 7 months) and is planned for implementation at a moderate pace. A project GANTT view is shown in EXHIBIT VI.

Cost:

The estimated cost of implementation ranges between $511,200 and $623,200, with the most likely estimate near the low end of the range. There are potential reductions if DoC provides the services at no cost or a lower cost. The variable costs are indicated in underlined italics. The cost is based on the following elements:

Implementation Cost Information	Cost
Costs associated with forming the organization, such as filing files, business license, recording fees, etc.	$2,000
Complete the lease, consisting of broker fees and initial deposit.[26]	*No Charge to $12,000*

[26] This cost may be reduced by DoC chargeback procedures and actual costs.

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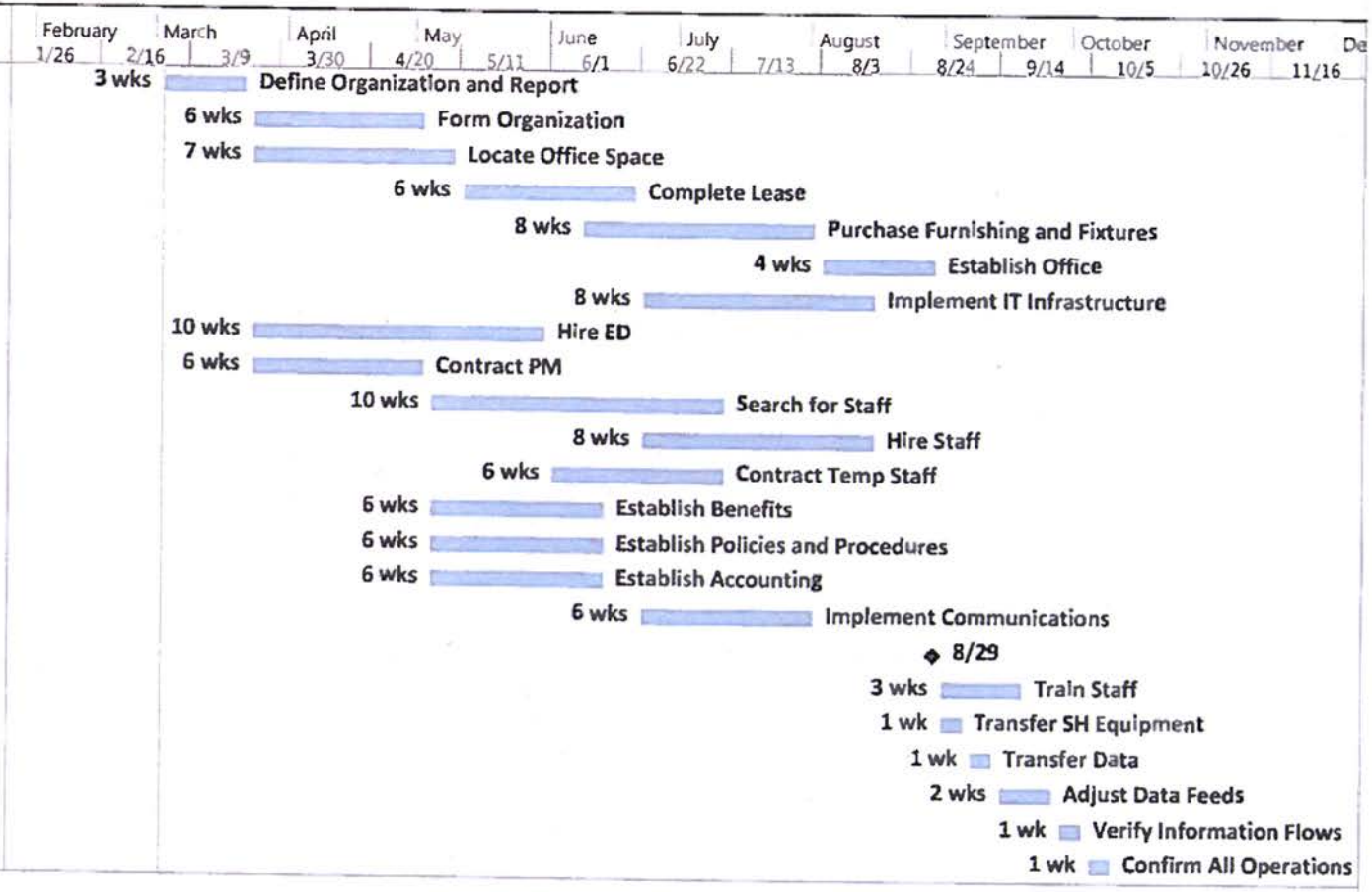
Management Alternatives Facilitation
Management Options
Option B.3 Implementation Plan

EXHIBIT VI

ID	Task Name	
1	Define Organization and Report	3 wks
2	Form Organization	6 wks
3	Locate Office Space	7 wks
4	Complete Lease	6 wks
5	Purchase Furnishing and Fixtures	8 wks
6	Establish Office	4 wks
7	Implement IT Infrastructure	8 wks
8	Hire ED	10 wks
9	Contract PM	6 wks
10	Search for Staff	10 wks
11	Hire Staff	8 wks
12	Contract Temp Staff	6 wks
13	Establish Benefits	6 wks
14	Establish Policies and Procedures	6 wks
15	Establish Accounting	6 wks
16	Implement Communications	6 wks
17	Begin Operations	8/29
18	Train Staff	3 wks
19	Transfer SH Equipment	1 wk
20	Transfer Data	1 wk
21	Adjust Data Feeds	2 wks
22	Verify Information Flows	1 wk
23	Confirm All Operations	1 wk



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Implementation Cost Information	Cost
Furnishings, office equipment, and supplies.[26]	$20,000 to $45,000
Tenant improvements associated with the lease.	$30,000
IT infrastructure for the office and staff. [26]	$75,000 to $100,000
Assistance and costs in searching for and hiring the ED.	$8,000
Contract with a PM to manage and coordinate the transition to the new organization.[27]	$180,000
Assistance and costs in searching for SH staff.[26]	No Charge to $4,000
Contract with temporary staff to augment staffing during the transition to the new organization.[28]	$115,200
Assistance with establishing the benefits programs for the organization.[26]	No Charge to $5,000
Assistance with establishing the policies and procedures for the organization.[26]	No Charge to $10,000
Assistance establishing the accounting programs for the organization.[26]	No Charge to $8,000
Costs associated with implementing phones and Internet for the organization.[26]	No Charge to $3,000
Training new staff on systems and technologies used by SH.	$21,000
Contract services to assist with transferring the data and costs associated with the transfer.	$40,000
Contract services to assist with transferring SH equipment and costs associated with the transfer. [26]	$20,000 to $40,000

As with B.2, above, the ongoing annual cost, including salaries, is estimated to range from $1,071,750 to $1,140,350. The cost is based on the following elements:

Annual Cost Information	Cost
Office lease, assuming $6,000 per month for 2,800 rentable square feet.[26]	$50,000 to $72,000
Furnishing and office equipment programmed replacement.	$4,500
Supplies.	$2,000
IT infrastructure licensing and programmed replacement.[26]	No Charge to $40,000
ED salary.	$155,250
Staff salaries.	$810,000
Phone service and Internet connection.[26]	No Charge to $6,600
Normal operating costs, estimated from 5 percent of the annual budget.	$50,000

27 160 hours per month at $125/hour for 9 months.

28 3 people at 160 hours per month at $60/hour for 4 months.

SH would present an annual budget as part of the DoC budget process and be audited by the State Auditor.

C. Third Party HMIS User Organization

This third category of options examines the possibility of using an existing organization to perform SH functions. The options evaluated in this category could provide alignment between the business providers and SH objectives in that an organization doing the work would be housing and operating SH. The following assumptions apply to all three types of new associations that were evaluated:

- The need to identify an interested organization would add four to six weeks to Options C.1 and C.2.
- The options presented here require additional IT training, and would have slightly higher costs of setting up SH organization due to limited existing IT resources.
- There are slightly higher costs required to form the organization and ensure all existing organization bylaws and charters are aligned with the new structure.

The subcommittee evaluated three possible organization types within this category:

1. [C.1] SH Run by HMIS User Organization

This option provides a combination in which an existing provider would support the SH operation as a unique sub-organization within the provider's organization. The existing SH organization would move to the existing HMIS provider and would be operated under the structure of the provider. The following assumptions apply to this specific option:

- The SH staff would become employees of the provider, dedicated to SH.
- The Third Party HMIS User Organization, in conjunction with the ED, would make the staffing and hiring decisions for the SH organization.

The direction of the SH program would continue to operate in a similar fashion as it does today, with modifications to committee structure, processes, and objectives as necessary.

Pro:

- The provider, as an HMIS user organization, would be focused on the front-end work.
- It would understand HMIS data standards and compliance.
- This organization would be governed by HUD and would most likely participate in its financial systems – i.e., aligned with HUD funding structure and understanding HUD guidelines.
- It has current relationships with the user organizations.

- It is within the CoC user organizations.
- With a peer entity running HMIS, other provider agencies may be more likely to report.
- It would have funding and resources that can be leveraged to ensure long-term viability.
- Resources would be available to set the standards for measures and ensure consistent service quality.
- Relevant skills would be available in the organization.
- Current HMIS user organizations understand the leadership focus for SH across the community.
- HMIS user organizations are focused on SH activities.
- The organization could hire the specific staff to handle the requirements effort.

Con:

- The provider would not be directly aligned with funding agencies (Seattle, King County, and UWKC).
- There could be an appearance of conflict of interest, such as being in the position to have the best information to align services.
- The provider may lack the depth of resources and/or experience to solve issues and meet demands placed on SH.
- It might have divided interests other than SH.
- It is not the current Adsystech contract holder.
- It would need additional resources to complete RFP processes.
- Due to limited resources, the provider might have competing efforts to the SH requirements effort.
- It does not currently have the staff and resources to deal with liability concerns, or would have to build the capacity.[29]
- There may be a cost to each HMIS user organization related to the transition. (See Appendix C, cost assumptions.)

Implementation:

The tasks presented in the table below represent significant implementation steps.

[29] The organization may not be big enough to have legal staff but will likely have a few liability concerns and legal issues that will require legal advice. Other options have organizations with that capability, so this point is raised to show the need to potentially resolve the issue if this option were selected

	Task	Start Date	Duration
1	**Define Organization and Reporting**	NTP	3 weeks
2	**Seek Interested Parties**	NTP	6 weeks
3	**Form Organization**	NTP + 6 weeks (Tasks 1 and 2 Complete)	5 weeks
4	**Locate Office Space**	NTP + 11 weeks (Task 3 Complete)	5 weeks
5	**Complete Lease**	NTP + 16 weeks (Tasks 1 and 4 Complete)	3 weeks
6	**Purchase Furnishing and Fixtures**	NTP + 19 weeks (Task 5 Complete)	6 weeks
7	**Establish Office**	NTP + 25 weeks (Tasks 5-6 Complete)	3 weeks
8	**Implement IT Infrastructure**	NTP + 16 weeks (Task 4 Complete)	8 weeks
9	**Hire ED**	NTP + 6 weeks (Task 3 Started)	10 weeks
10	**Contract PM**	NTP + 6 weeks (Task 2 Complete)	6 weeks
11	**Search for Staff**	NTP + 6 weeks (Task 2 Complete)	6 weeks
12	**Hire Staff**	NTP + 16 weeks (Tasks 9 and 11 Complete)	6 weeks
13	**Contract Temporary Staff**	NTP + 16 weeks (Task 9 Complete)	6 weeks
14	**Establish Benefits**	NTP + 12 weeks (Complete 2 weeks after Task 9)	6 weeks
15	**Establish Policies and Procedures**	NTP + 10 weeks (Complete 2 weeks after Task 9)	8 weeks
16	**Establish Accounting**	NTP + 14 weeks (Complete 2 weeks after Task 9)	4 weeks
17	**Implement Communications**	NTP + 19 weeks (Task 5 Complete)	3 weeks
18	**Begin Operations**	NTP + 28 weeks (Tasks 1-17 Complete)	Milestone
19	**Train Staff**	NTP + 28 weeks (Task 12 Complete and Complete 3 weeks after Task 18)	7 weeks
20	**Transfer SH Equipment**	NTP + 28 weeks (Task 18 Complete)	1 week
21	**Transfer Data**	NTP + 29 weeks (Tasks 8 and 20 Complete)	1 week
22	**Adjust Data Feeds**	NTP + 31 weeks (Tasks 19 and 21 Complete)	1 week
23	**Verify Information Flows**	NTP + 32 weeks (Task 22 Complete)	1 week
24	**Confirm All Operations**	NTP + 33 weeks (Task 23 Complete)	1 week

The overall timeline is 34 weeks (8 months) and is planned for implementation at a moderate pace. A project Gantt view is shown in EXHIBIT VII.

Cost:

The estimated cost of implementation ranges between $502,200 and $649,200, with the most likely estimate near the high end of the range. There are potential reductions if the hosting organization provides the services at no cost or a lower cost. The variable costs are indicated in underlined italics. The cost is based on the following elements:

Implementation Cost Information	Cost
Costs associated with forming the organization, such as adjusting documentation and funding, letterhead, etc.	$3,000
Complete the lease, consisting of broker fees and initial deposit.[30]	*No Charge to $12,000*
Furnishings, office equipment, and supplies.[30]	*$5,000 to $45,000*
Tenant improvements associated with the lease. [30]	*No Charge to $30,000*
IT infrastructure for the office and staff. [30]	*$75,000 to $100,000*
Assistance and costs in searching for and hiring the ED.	$8,000
Contract with a PM to manage and coordinate the transition to the new organization. [31]	$180,000
Assistance and costs in searching for SH staff. [30]	*No Charge to $4,000*
Contract with temporary staff to augment staffing during the transition to the new organization. [32]	$115,200
Assistance with establishing the benefits programs for the organization. [30]	*No Charge to $5,000*
Assistance with establishing the policies and procedures for the organization. [30]	*No Charge to $10,000*
Assistance establishing the accounting programs for the organization. [30]	*No Charge to $8,000*
Costs associated with implementing phones and Internet for the organization. [30]	*No Charge to $3,000*
Training new staff on systems and technologies used by SH.	$36,000
Contract services to assist with transferring the data and costs associated with the transfer.	$40,000
Contract services to assist with transferring SH equipment and costs associated with the transfer. [30]	*$40,000 to $50,000*

30 This cost may be reduced by HMIS User Organization's ability to provide the service and absorb the cost and actual cost to the organization.

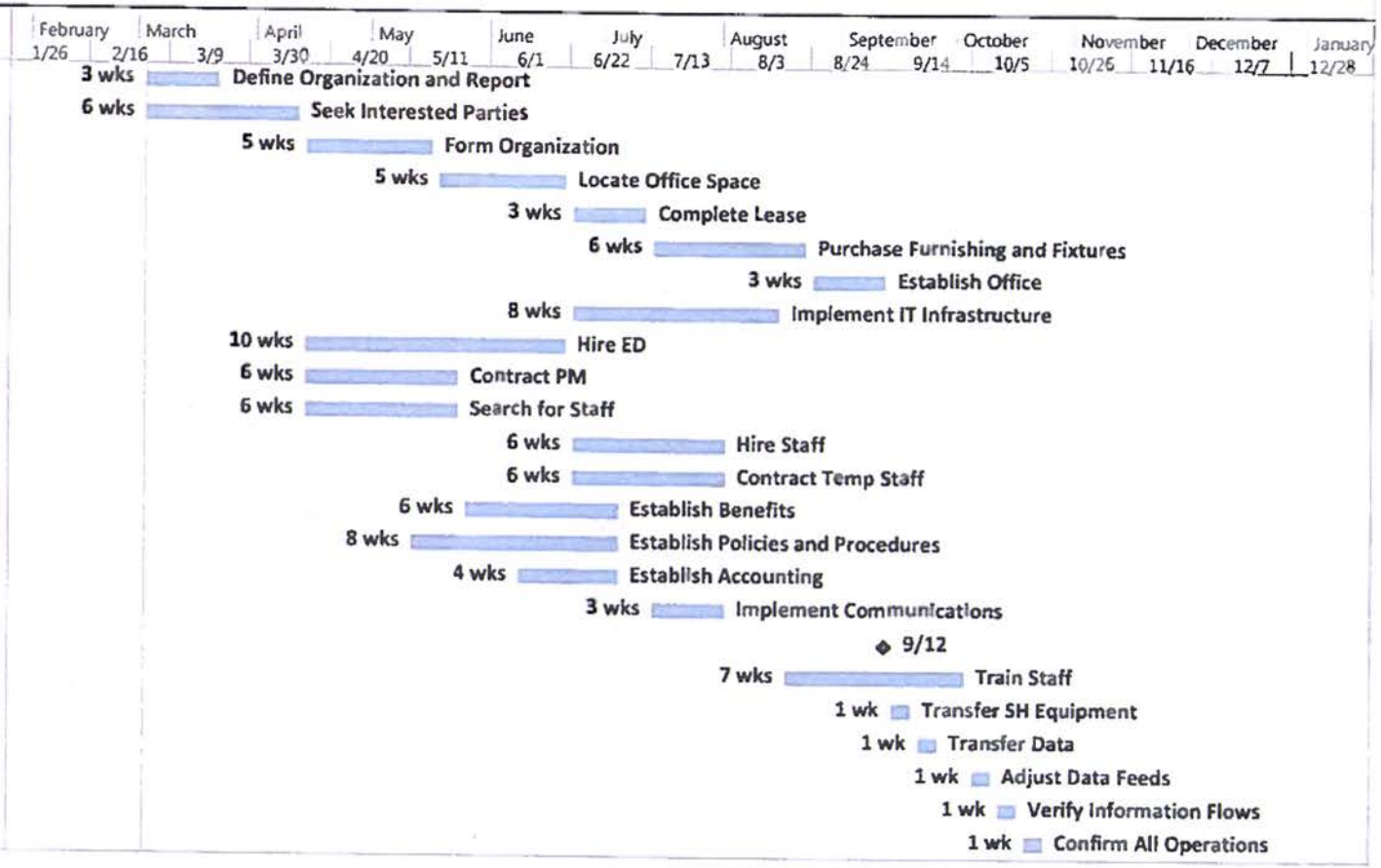
31 160 hours per month at $125/hour for 9 months.

32 3 people at 160 hours per month at $60/hour for 4 months.

Safe Harbors
Management Alternatives Facilitation
Management Options
Option C.1 Implementation Plan

EXHIBIT VII

ID	Task Name
1	Define Organization and Report
2	Seek Interested Parties
3	Form Organization
4	Locate Office Space
5	Complete Lease
6	Purchase Furnishing and Fixtures
7	Establish Office
8	Implement IT Infrastructure
9	Hire ED
10	Contract PM
11	Search for Staff
12	Hire Staff
13	Contract Temp Staff
14	Establish Benefits
15	Establish Policies and Procedures
16	Establish Accounting
17	Implement Communications
18	Begin Operations
19	Train Staff
20	Transfer SH Equipment
21	Transfer Data
22	Adjust Data Feeds
23	Verify Information Flows
24	Confirm All Operations



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Similar to the new organization options, the ongoing annual cost, including salaries, is estimated to range between $1,225,750 and $1,229,350. The cost is based on the following elements:

Annual Cost Information	Cost
Office lease.	$72,000
Furnishing and office equipment programmed replacement.	$4,500
Supplies.	$2,000
IT infrastructure licensing and programmed replacement.	$40,000
ED (Manager) salary.	$155,250
Staff salaries.	$891,000
Annual audits.	$8,000
Phone service and Internet connection.[30]	*$3,000 to $6,600*
Normal operating costs, estimated from 5 percent of the annual budget.	$50,000

SH would present an annual budget as part of the parent organization's budget process and have an independent audit.

2. [C.2] SH Integrated Into HMIS User Organization

Under this option, an existing HMIS organization would absorb the SH functions and any needed staff. The SH staff would become employees of the provider; however, the HMIS provider would have the latitude to align responsibilities with their organization. The direction of the SH program would continue to operate in a similar fashion as it does today, with modifications to committee structure, processes, and objectives as necessary. The following assumptions apply to this specific option:

- The SH staff would become employees of the provider, dedicated to SH.
- Unlike other options, the leader of the SH organization would be a Director that reports to the third-party HMIS user organization's ED.

The SH program would be part of that provider's mission.

Pro:

- The provider would be an HMIS user organization and focused on the front-end work.
- It would understand HMIS data standards and compliance.
- It would be aligned with HUD funding.
- It is within CoC user organizations.

- It would have funding and resources that could be leveraged to ensure long-term viability.
- It would have resources available to set the standards for measures and ensure consistent service quality.
- It would have relevant skills available in the organization.
- Current HMIS user organizations understand the leadership focus for SH across the community.
- HMIS user organizations are focused on SH activities.
- It could hire specific staff to handle the requirements effort.

Con:

- The provider would not be aligned with funding agencies (Seattle, King County, and UWKC).
- It could create the potential for HMIS user organization to pressure SH directions or bias SH information.
- There could be an appearance of conflict of interest, such as being in the position to have the best information to align services.
- It may lack the depth of resources and/or experience to solve issues and meet demands placed on SH.
- If SH is embedded with existing organization, there may not be consistent support and sponsorship over time.
- Not all skills may be focused on SH.
- The provider might have divided interests other than SH.
- The organization is not the current Adsystech contract holder.
- It would need additional resources to complete RFP processes.
- Due to limited resources, the organization might have competing efforts to the SH requirements effort.
- The organization does not have the staff and resources to deal with liability concerns, or would have to build the capacity.[33]
- There may be a cost to each HMIS user organization related to the transition. (See Appendix C, cost assumptions.)

Implementation:

The tasks presented in the table below represent significant implementation steps, which are the same as Option C.1.

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33 The organization may not be big enough to have legal staff but will likely have a few liability concerns and legal issues that will require legal advice. Other options have organizations with that capability, so this point is raised to show the need to potentially resolve the issue if this option were selected

	Task	Start Date	Duration
1	**Define Organization and Reporting**	NTP	3 weeks
2	**Seek Interested Parties**	NTP	6 weeks
3	**Form Organization**	NTP + 6 weeks (Tasks 1 and 2 Complete)	5 weeks
4	**Locate Office Space**	NTP + 11 weeks (Task 3 Complete)	5 weeks
5	**Complete Lease**	NTP + 16 weeks (Tasks 1 and 4 Complete)	3 weeks
6	**Purchase Furnishing and Fixtures**	NTP + 19 weeks (Task 5 Complete)	6 weeks
7	**Establish Office**	NTP + 25 weeks (Tasks 5-6 Complete)	3 weeks
8	**Implement IT Infrastructure**	NTP + 16 weeks (Task 4 Complete)	8 weeks
9	**Hire Director**	NTP + 6 weeks (Task 3 Started)	8 weeks
10	**Contract PM**	NTP + 6 weeks (Task 2 Complete)	6 weeks
11	**Search for Staff**	NTP + 6 weeks (Task 2 Complete)	6 weeks
12	**Hire Staff**	NTP + 14 weeks (Tasks 9 and 11 Complete)	6 weeks
13	**Contract Temporary Staff**	NTP + 14 weeks (Task 9 Complete)	6 weeks
14	**Establish Benefits**	NTP + 12 weeks (Complete 2 weeks after Task 9)	4 weeks
15	**Establish Policies and Procedures**	NTP + 10 weeks (Complete 2 weeks after Task 9)	6 weeks
16	**Establish Accounting**	NTP + 12 weeks (Complete 2 weeks after Task 9)	4 weeks
17	**Implement Communications**	NTP + 19 weeks (Task 5 Complete)	3 weeks
18	**Begin Operations**	NTP + 28 weeks (Tasks 1-17 Complete)	Milestone
19	**Train Staff**	NTP + 28 weeks (Task 12 Complete and Complete 3 weeks after Task 18)	7 weeks
20	**Transfer SH Equipment**	NTP + 28 weeks (Task 18 Complete)	1 week
21	**Transfer Data**	NTP + 29 weeks (Tasks 8 and 20 Complete)	1 week
22	**Adjust Data Feeds**	NTP + 31 weeks (Tasks 19 and 21 Complete)	1 week
23	**Verify Information Flows**	NTP + 32 weeks (Task 22 Complete)	1 week
24	**Confirm All Operations**	NTP + 33 weeks (Task 23 Complete)	1 week

The overall timeline is 34 weeks (8 months) and is planned for implementation at a moderate pace. A project Gantt view is shown in EXHIBIT VIII.

Cost:

The estimated cost of implementation ranges between $502,200 and $643,200, with the most likely estimate near the middle of the range. There are potential reductions if the hosting organization provides the services at no cost or a lower cost. The variable costs are indicated in underlined italics. The cost is based on the following elements:

Implementation Cost Information	Cost
Costs associated with forming the organization, such as adjusting documentation and funding, letterhead, etc.	$3,000
Complete the lease, consisting of broker fees and initial deposit.[34]	*No Charge to $12,000*
Furnishings, office equipment, and supplies.[34]	*$5,000 to $45,000*
Tenant improvements associated with the lease.[34]	*No Charge to $30,000*
IT infrastructure for the office and staff.[34]	*$75,000 to $100,000*
Assistance and costs in searching for and hiring the ED.	$8,000
Contract with a PM to manage and coordinate the transition to the new organization.[35]	$180,000
Assistance and costs in searching for SH staff.[34]	*No Charge to $4,000*
Contract with temporary staff to augment staffing during the transition to the new organization.[36]	$115,200
Assistance with establishing the benefits programs for the organization.[34]	*No Charge to $3,000*
Assistance with establishing the policies and procedures for the organization.[34]	*No Charge to $5,000*
Assistance establishing the accounting programs for the organization.[34]	*No Charge to $8,000*
Costs associated with implementing phones and Internet for the organization.[34]	*No Charge to $4,000*
Training new staff on systems and technologies used by SH.	$36,000
Contract services to assist with transferring the data and costs associated with the transfer.	$40,000
Contract services to assist with transferring SH equipment and costs associated with the transfer.[34]	*$40,000 to $50,000*

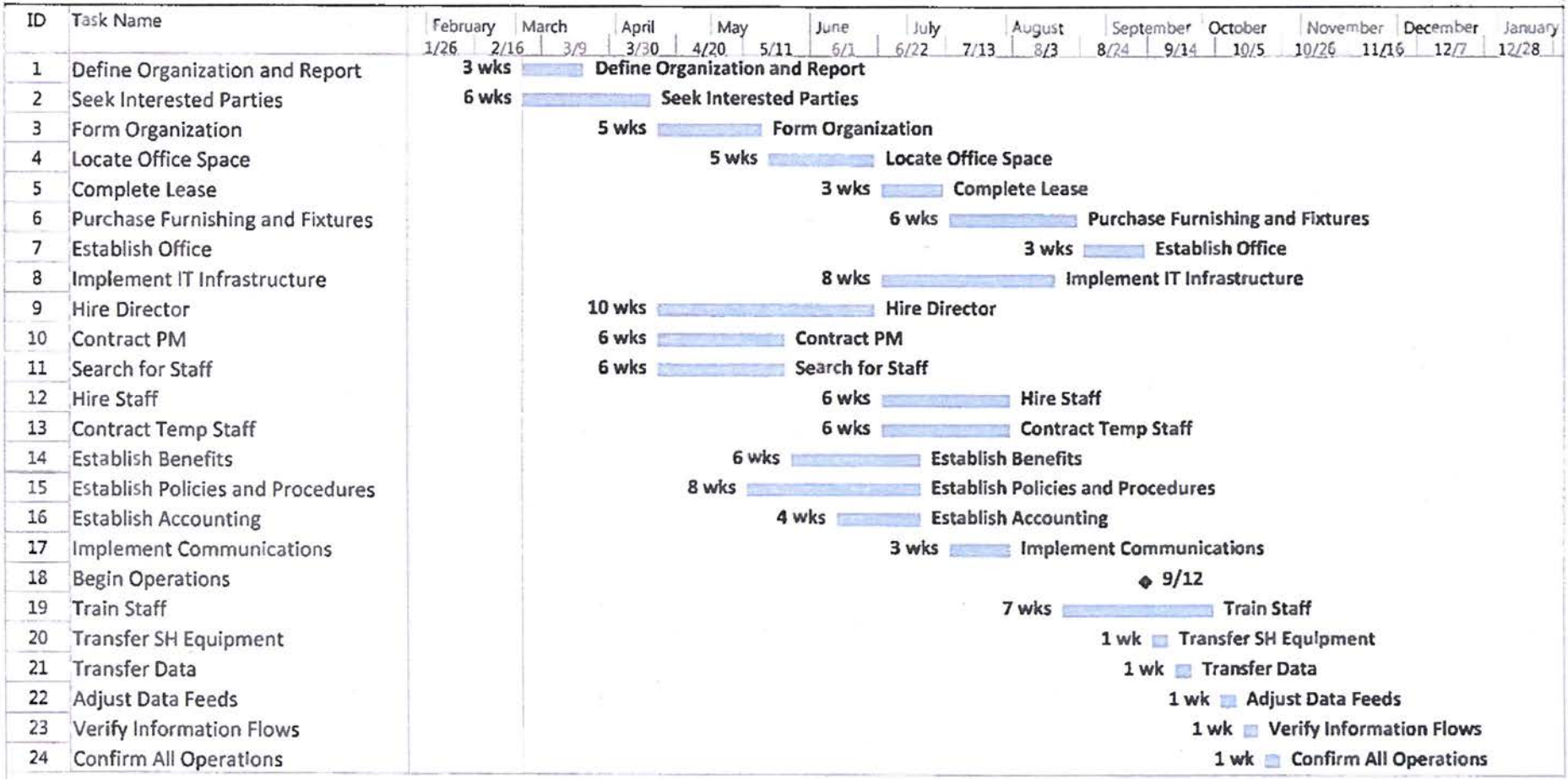
[34] This cost may be reduced by HMIS User Organization's ability to provide the service and absorb the cost and actual cost to the organization.

[35] 160 hours per month at $125/hour for 9 months.

[36] 3 people at 160 hours per month at $60/hour for 4 months.

Safe Harbors
Management Alternatives Facilitation
Management Options
Option C.2 Implementation Plan

EXHIBIT VIII



Similar to the C.1 above, the ongoing annual costs, including salaries is estimated to range between $1,153,750 and $1,229,350. The cost is based on the following elements:

Annual Cost Information	Cost
Office lease.[34]	*No Charge to $72,000*
Furnishing and office equipment programmed replacement.	$4,500
Supplies.	$2,000
IT infrastructure licensing and programmed replacement.	$40,000
ED (Manager) salary.	$155,250
Staff salaries.	$891,000
Annual audits.	$8,000
Phone service and Internet connection.[34]	*$3,000 to $6,600*
Normal operating costs, estimated from 5 percent of the annual budget.	$50,000

SH would present an annual budget as part of the parent organization's budget process and have an independent audit.

3. [C.3] United Way of King County

Under the final option that was evaluated, SH would move from the City of Seattle to UWKC, a major stakeholder in SH. While this is an unlikely option, it would realign operation of SH to UWKC. The following assumptions apply to this specific option:

- Staff would be moved to UWKC.
- The third-party HMIS user organization, in conjunction with the ED, would make the staffing and hiring decisions for the SH organization.
- In this option, the existing organization would be able to move somewhat faster in several of the implementation tasks.
- UWKC may have existing rented space that SH could occupy.

As with the above options, alignment changes could be made with the committee structure, objectives, and processes.

Pro:

- UWKC is an HMIS user and would be focused on the front-end work.
- It understands the HMIS data standards and compliance.
- It is aligned with funding agencies (Seattle, King County, and UWKC).
- It has current relationships with the user organizations.
- It is within the CoC user organizations.

- It has resources to meet customer needs and be focused on customer communication and satisfaction.
- It is embedded with the funders and has the attention of the financial and management controls.
- It has funding and resources that could be leveraged to ensure long-term viability.
- It could hire the specific staff to handle the requirements effort.
- UWKC holds the contracts for HMIS user organizations and could hold the organizations accountable for the services.

Con:

- If a non-governmental funder takes on the management of SH, there could be an appearance of conflict of interest, such as being in the position to have the best information to align services.
- UWKC does not currently have the staff capability to provide technical excellence in terms of the SH operation or for supporting SH.
- It may lack the depth of resources and/or experience to solve issues and meet demands placed on SH
- At UWKC, SH would be embedded within the existing organization, which may not allow for consistent support and sponsorship over time.
- Since UWKC does not staff the same type of SH line of business, the technical skills may not be available to operate SH effectively.
- SH is not fully aligned with UWKC's core business; UWKC is not primarily a data or technical support organization, but a fundraiser and grantmaker.
- UWKC is not the current Adsystech contract holder.
- Vendor management is not the primary line of business for UWKC and it is not staffed for vendor management.
- UWKC does not have the IT skills for the type of vendor management required by the current SH provider.
- Due to limited resources, UWKC might have competing efforts to the requirements effort.
- There may be a cost to each HMIS user organization related to the transition. (See Appendix C, cost assumptions.)

Implementation:

The tasks presented in the table below represent significant implementation steps.

	Task	Start Date	Duration
1	**Define Organization and Reporting**	NTP	3 weeks

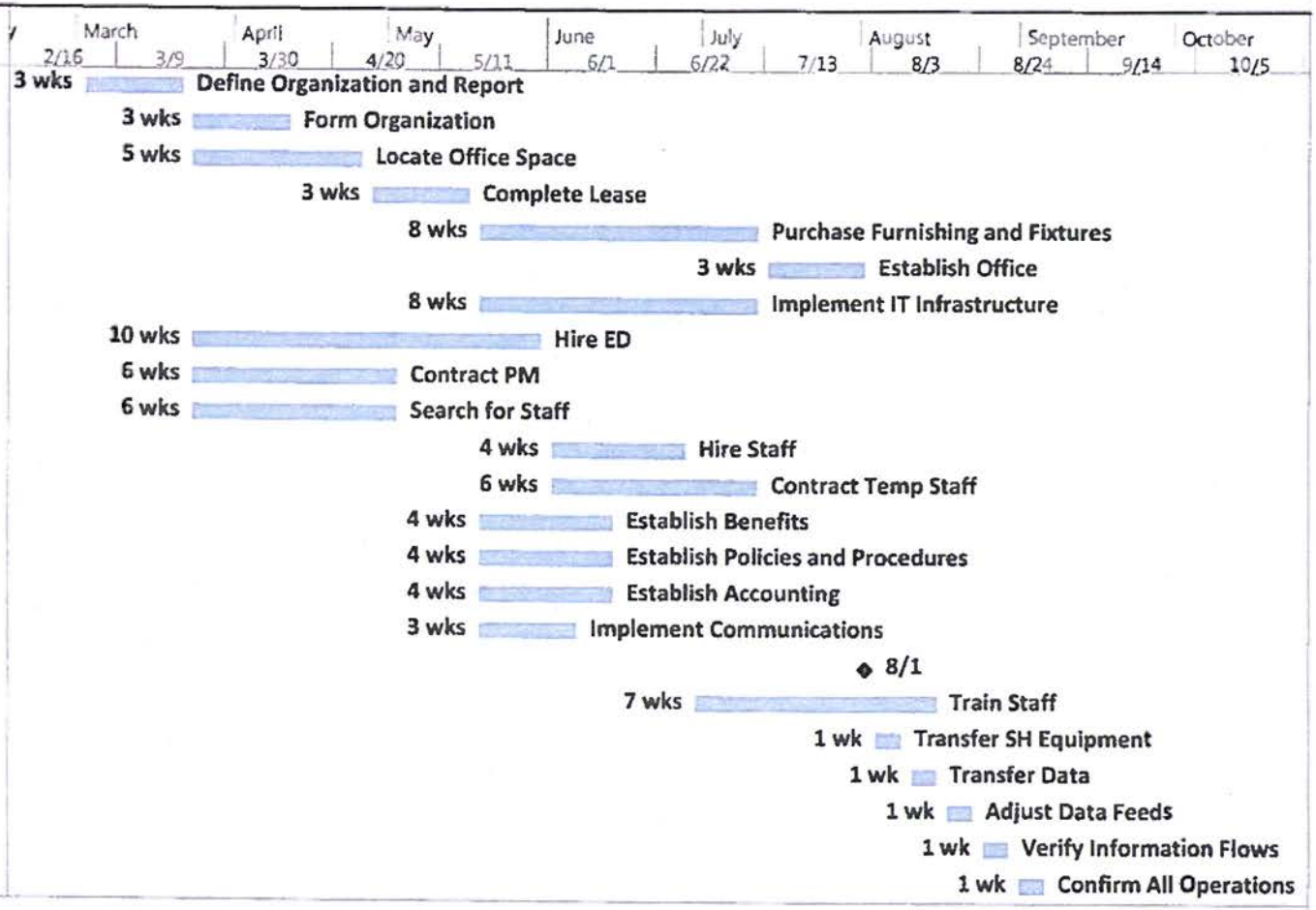
	Task	Start Date	Duration
2	**Form Organization**	NTP + 3 weeks (Task 1 Complete)	3 weeks
3	**Locate Office Space**	NTP + 3 weeks (Task 1 Complete)	5 weeks
4	**Complete Lease**	NTP + 8 weeks (Tasks 1 and 3 Complete)	3 weeks
5	**Purchase Furnishing and Fixtures**	NTP + 11 weeks (Task 4 Complete)	8 weeks
6	**Establish Office**	NTP + 19 weeks (Tasks 4-5 Complete)	3 weeks
7	**Implement IT Infrastructure**	NTP + 11 weeks (Task 4 Complete)	8 weeks
8	**Hire ED**	NTP + 3 weeks (Task 2 Started)	10 weeks
9	**Contract PM**	NTP + 3 weeks (Task 1 Complete)	6 weeks
10	**Search for Staff**	NTP + 3 weeks (Task 1 Complete)	6 weeks
11	**Hire Staff**	NTP + 13 weeks (Tasks 8 and 10 Complete)	4 weeks
12	**Contract Temporary Staff**	NTP + 13 weeks (Task 8 Complete)	6 weeks
13	**Establish Benefits**	NTP + 11 weeks (Complete 2 weeks after Task 8)	4 weeks
14	**Establish Policies and Procedures**	NTP + 11 weeks (Complete 2 weeks after Task 8)	4 weeks
15	**Establish Accounting**	NTP + 11 weeks (Complete 2 weeks after Task 8)	4 weeks
16	**Implement Communications**	NTP + 11 weeks (Task 4 Complete)	3 weeks
17	**Begin Operations**	NTP + 22 weeks (Tasks 1-16 Complete)	Milestone
18	**Train Staff**	NTP + 17 weeks (Complete 2 weeks after Task 17)	7 weeks
19	**Transfer SH Equipment**	NTP + 22 weeks (Task 17 Complete)	1 week
20	**Transfer Data**	NTP + 23 weeks (Tasks 7 and 19 Complete)	1 week
21	**Adjust Data Feeds**	NTP + 24 weeks (Tasks 18 and 20 Complete)	1 week
22	**Verify Information Flows**	NTP + 25 weeks (Task 21 Complete)	1 week
23	**Confirm All Operations**	NTP + 26 weeks (Task 22 Complete)	1 week

The overall timeline is 27 weeks (just over 6 months) and is planned for implementation at a moderate pace. A project Gantt view is shown in EXHIBIT IX.

Safe Harbors
Management Alternatives Facilitation
Management Options
Option C.3 Implementation Plan

EXHIBIT IX

ID	Task Name
1	Define Organization and Report
2	Form Organization
3	Locate Office Space
4	Complete Lease
5	Purchase Furnishing and Fixtures
6	Establish Office
7	Implement IT Infrastructure
8	Hire ED
9	Contract PM
10	Search for Staff
11	Hire Staff
12	Contract Temp Staff
13	Establish Benefits
14	Establish Policies and Procedures
15	Establish Accounting
16	Implement Communications
17	Begin Operations
18	Train Staff
19	Transfer SH Equipment
20	Transfer Data
21	Adjust Data Feeds
22	Verify Information Flows
23	Confirm All Operations



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Cost:

The estimated cost of implementation ranges between $502,200 and $643,200, with the most likely estimate near the lower end of the range. There are potential reductions if UWKC provides the services at no cost or a lower cost. The variable costs are indicated in underlined italics. The cost is based on the following elements:

Implementation Cost Information	Cost
Costs associated with forming the organization, such as adjusting documentation and funding, letterhead, etc.	$3,000
Complete the lease, consisting of broker fees and initial deposit.[37]	*No Charge to $12,000*
Furnishings, office equipment, and supplies.[37]	*$5,000 to $45,000*
Tenant improvements associated with the lease.[37]	*No Charge to $30,000*
IT infrastructure for the office and staff.[37]	*$75,000 to $100,000*
Assistance and costs in searching for and hiring the ED.	$8,000
Contract with a PM to manage and coordinate the transition to the new organization.[38]	$180,000
Assistance and costs in searching for SH staff.[37]	*No Charge to $4,000*
Contract with temporary staff to augment staffing during the transition to the new organization.[39]	$115,200
Assistance with establishing the benefits programs for the organization.[37]	*No Charge to $3,000*
Assistance with establishing the policies and procedures for the organization.[37]	*No Charge to $5,000*
Assistance establishing the accounting programs for the organization.[37]	*No Charge to $8,000*
Costs associated with implementing phones and Internet for the organization.[37]	*No Charge to $4,000*
Training new staff on systems and technologies used by SH.	$36,000
Contract services to assist with transferring the data and costs associated with the transfer.	$40,000
Contract services to assist with transferring SH equipment and costs associated with the transfer.[37]	*$40,000 to $50,000*

Similar to Options C.1 and C.2 above, the ongoing annual cost, including salaries, is estimated to range between $1,153,750 and $1,229,350. The cost is based on the following elements:

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37 This cost may be reduced by UWKC's ability to provide the service and absorb the cost and actual cost to the organization.

38 160 hours per month at $125/hour for 9 months.

39 3 people at 160 hours per month at $60/hour for 4 months.

Annual Cost Information	Cost
Office lease. [37]	*No Charge to $72,000*
Furnishing and office equipment programmed replacement.	$4,500
Supplies.	$2,000
IT infrastructure licensing and programmed replacement.	$40,000
ED (Manager) salary.	$155,250
Staff salaries.	$891,000
Annual audits.	$8,000
Phone service and Internet connection.[37]	*$3,000 to $6,600*
Normal operating costs, estimated from 5 percent of the annual budget.	$50,000

SH would present an annual budget as part of the UWKC's budget process and have an independent audit.

IV. Options Summary

IV. Options Summary

A significant amount of information was presented for each option in the previous section. The three short subsections below summarize the key elements of cost, implementation time, and the subcommittee's overall opinion on the viability of the options.

A. Cost Comparison

The table below lists all nine options and both the implementation and annual cost.

Option	Implementation Cost	Annual Operating Cost
A.1 – Not-for-Profit	$638,200	$1,254,875
A.2 – Association	$638,200	$1,254,875
A.3 – ILA	*$505,200 to $638,200*	*$1,136,350 to $1,158,350*
B.1 – Seattle	$68,800	$1,028,561[40]
B.2 – King County	*$452,200 to $623,200*	*$1,071,750 to $1,140,350*
B.3 – DoC	*$511,200 to $623,200*	*$1,071,750 to $1,140,350*
C.1 – SH with HMIS	*$502,200 to $649,200*	*$1,225,750 to $1,229,350*
C.2 – SH in an HMIS	*$502,200 to $643,200*	*$1,153,750 to $1,229,350*
C.3 – UWKC	*$502,200 to $643,200*	*$1,153,750 to $1,229,350*

The dramatically lower cost of Option B.1, leaving SH with the City of Seattle, is due to the fact that it is already implemented and only needs minor improvements under the current action plan.

B. Timeline Comparison

The table below lists all nine options and the total implementation timeline of each portrayed in weeks of overall duration of the work effort.

Option	Duration
A.1 – Not-for-Profit	26 weeks
A.2 – Association	27 weeks
A.3 – ILA	30 weeks
B.1 – Seattle	13 weeks
B.2 – King County	30 weeks
B.3 – DoC	32 weeks
C.1 – SH with HMIS	34 weeks
C.2 – SH in an HMIS	34 weeks
C.3 – UWKC	27 weeks

[40] This cost may not include other support that is provided by Seattle's HSD. MTG believes it is likely that another $50,000 to $100,000 of costs may not be attributed to SH due the budget structures.

Implementation time does not appear to be a discriminator between the options. The similar tasks necessary to complete each effort contribute to the fairly close range of 26-= to 34-week durations. The only deviation in the range is the B.1 Seattle option.

C. Advantage Comparison

The effort to create detail for each of the options led to significant discussion within the subcommittee on the suitability for each option. The subcommittee's outlook on each option is listed below.

Option	Opinion
A.1 – Not-for-Profit	Neutral
A.2 – Association	Neutral
A.3 – ILA	Positive
B.1 – Seattle	Positive
B.2 – King County	Positive
B.3 – DoC	Unlikely
C.1 – SH with HMIS	Neutral
C.2 – SH in an HMIS	Neutral
C.3 – UWKC	Unlikely

Appendix A: Excerpt from Ordinance 17619

Appendix A: Excerpt from Ordinance 17619

The two pages in this appendix are an excerpt from King County Ordinance 17619. Lines 750 through 785 contain the proviso that applies to Safe Harbors funding. This report addresses the items in lines 772 through 780.

Unemployment Law Project $28,000

YWCA $42,592

ER 3 EXPENDITURE RESTRICTION:

Of this appropriation, $35,000 is to be spent solely to contract with YouthCare, and $15,000 is to be spent solely to contract with Lambert House, to provide services for at-risk youth.

P1 PROVIDED THAT:

Of this appropriation, $250,000 shall not be expended or encumbered until the executive transmits an implementation report on the Safe Harbors Homeless Management Information System ("HMIS") and a motion that acknowledges receipt of the report and the motion is passed by the council. The motion shall reference the proviso's ordinance, ordinance section, proviso number and subject matter in both the title and body of the motion.

The executive must file the implementation report and motion required by this proviso by March 3, 2014, in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the law, justice, health and human services committee or its successor.

Making improvements to the Safe Harbors HMIS is crucial to ensure that Safe Harbors is able to provide cost-effective, accurate and comprehensive data about the people who rely on local homeless services, satisfy state and federal requirements, and meet the needs of local provider agencies. The Seattle/King County Safe Harbors HMIS Assessment Report prepared for the Seattle/King County Safe Harbors HMIS Funders

Group contains findings and recommendations that should be implemented to improve the program.

The executive shall work with the city of Seattle, Washington state Department of Commerce and the department of information technology to prepare a Safe Harbors implementation report. The implementation report shall, at a minimum, include:

A. Alternative options for the management of Safe Harbors, including but not limited to, moving the administration and management of the program to King County, and the impacts of those management changes;

B. How each recommendation from the report and alternative management option will be achieved;

C. A timeline for implementation of each recommendation and alternative management option; and

D. A cost summary for each item recommended for implementation of recommendations and alternative management options.

SECTION 43. Ordinance 17476, Section 102, as amended, is hereby amended by adding thereto and inserting therein the following:

KING COUNTY FLOOD CONTROL CONTRACT - From the King County flood control contract fund there is hereby appropriated to:

King County flood control contract $59,396,102

SECTION 44. Ordinance 17476, Section 103, as amended, is hereby amended by adding thereto and inserting therein the following:

MARINE DIVISION - From the King County marine operations fund there is hereby appropriated to:

Appendix B: Safe Harbors TAG Action Plan

Appendix B: Safe Harbors TAG Action Plan

The action plan is a work in progress, and is updated with current status on the key actions items for each TAG committee meeting. The information presented was current as of December 20, 2013.

Safe Harbors HMIS Assessment Report Action Plan

Section 1: Safe Harbors Governance and Structure Recommendations				
Recommendation	**Current Activities**	**Proposed Plan**	**Timeframe**	**Status**

1.R.1: The CoC and Sponsoring Partners should clarify and unify the HMIS governance structure.	• Temporary Advisory Group (TAG) formed to provide oversight of HUD TA implementation and King County Proviso through the end of 2013.
	• TAG charter developed
	• TAG convened 7 meetings from August 27th – December 2nd, 2013.
	• TAG recommends unified Safe Harbors governance structure:
	  ○ Sunset Sponsors, Executive Committee, Contract Monitor groups.
	  ○ Unify Sponsors and Executive Committee with Steering Committee
	  ○ Unify Contract Monitors with Users Group
	• TAG recommends Steering Committee structure and membership
		Transition from current model to steering committee
		• Establish a single SH Steering Committee
			Q1 2014	In Progress

1.R.2: The proposed Steering Committee and Safe Harbors should engage users by re-starting and re-naming the Safe Harbors Users Group (SHUG)	• Volunteer group of agencies was created to assist Safe Harbors with Version 5 testing and roll-out, June 2013. • Users volunteered for the Safe Harbors User's Group at August 22, 2013 Quarterly Partner's Meeting. • Safe Harbors conducted its first and second Users Group meetings on September 27th and November 14th, 2013. 17 and 30 users were in attendance respectively. • Differences between Users Group and Quarterly Partners meeting clarified. TAG recommends to retain quarterly Partners meeting.	Proposed implementation of users group by end of summer. • Create and re-name a new user group • Establish charter (purpose, frequency, objectives) • Clarify differences between Quarterly Partners group and new user group – if any • Include Steering Committee Members in the Users Group • Ensure good representation from across the continuum including shelters and immigrant / refugee agencies • Utilize Users group to help prioritize system bugs • Review Mental Health Users Group charter as a model	Q3 – Q4 2013	Complete

Safe Harbors HMIS Assessment Report Action Plan

1.R.3: The CoC and Safe Harbors should update their governance charter and take the steps needed to bring Safe Harbors into line with HUD expectations and regulations.	• HUD expectations and regulations are pending. Updates to governance charter will follow regulation updates.	Work overlaps with CoC Governance TA • Identify Governance Charter • Identify HMIS HUD expectations and regulations	Q1 2014	Not Started
1.R.4: The City of Seattle should ensure Safe Harbors has the IT resources and support it needs to fully succeed as comprehensive homelessness data collection and management system.	Hiring of Patrice Frank for Program Manager Position Adding and filling Data Integrity position, which supervises both Safe Harbors and HSD IT Increased collaboration with HSD IT • Safe Harbors currently utilizes HSD IT resources for advanced report development, website management training, and software procurement advice	Part of considerations for position being filled • Identify where IT resources are most needed for Safe Harbors • Leverage HSD IT resources • Ensure IT resources are dedicated or not competing with other projects	ongoing	Complete

Safe Harbors HMIS Assessment Report Action Plan

Section 2: Software Recommendations				
Recommendation	**Current Activities**	**Proposed Plan**	**Timeframe**	**Status**
2.R.1: Adsystech, the Safe Harbors HMIS vendor, should improve the user's experience by enhancing the look, feel, functionality, and usability of the software	Version 5 roll-out • Users received software upgrade information at May Partner's Meeting • Improved electronic communications to users (Safe Harbor News, e-mail notifications) • Safe Harbors team and agency users tested new version of software, June 2013 • Version 5. Users convert to version 5 from Aug 26 – November 26, 2013. • Conversion complete – December 2, 2013 • User survey in development to measure improvements in user experience.	• Upgrading the HMIS software to the next version will improve the user experience • Safe Harbors will upgrade to the next version of Adsystech, Summer - Fall 2013. Upgrade Plan involves: o User testing – June, 2013 o User self-installment –June – September, 2013 o User Training – August – November, 2013 o Stabilization & Support – Beginning August - ongoing • Monitor system functionality and work with vendor on system bugs and necessary enhancements (ongoing) • Develop and deploy Version 5 user survey. Target December 2013.	Implementation complete by November 2013; Q2 – Q4 2013 Q4 2013	In Progress
2 R.2: Safe Harbors should build on its existing vendor relationship, clarify roles and responsibilities, and reach out to other Adsystech implementations in Los Angeles, Orange County (CA), Denver Metro (CO),and Colorado Balance of State.	• Aug 2012 MOU developed with State Dept of COM to clarify roles and expectations with Adsystech • Monthly meetings occur with WA State Dept of Commerce (COM) & Adsystech to manage the resolution of technical issues logged in the vendor's ticket system • Safe Harbors and COM re-prioritize issue tickets in the queue to escalate the highest priority issues for resolution	• Build and improve vendor relationship with Adsystech • Begin to build relationships with other Adsystech HMIS implementations	Q2 2013 – Q4 2014	In Progress

Safe Harbors HMIS Assessment Report Action Plan

Section 3: Support, Operations, and Staffing Recommendations				
Recommendation	**Current Activities**	**Proposed Plan**	**Timeframe**	**Status**
3.R.1: Safe Harbors should take steps to increase its access to IT expertise.	• Hiring of new Safe Harbors manager with background managing IT projects / vendor relationships • Addition and filling of Data Integrity position which supervises both Safe Harbors and HSD IT • Safe Harbors currently utilizes HSD IT resources for advanced report development, website management training, and software procurement advice • 100% of Safe Harbors team completed Adsystech certification training and testing August, 2013.	• Certification training and testing for vendor by Adsystech (all staff) • Leverage HSD IT resources	Q3 Ongoing	Complete
3.R.2: Safe Harbors should make its staffing pattern and job descriptions less fixed and rigid.	Increasing sharing of responsibilities across SH team • MSA Retirement, April 2013. Staff temporarily filled through 6-month Out of Class Assignment • Research and Evaluation Assistant promoted to Management Systems Analyst (MSA) position, May 2013. Promotion due to expansion of reporting capacity and leadership to Safe Harbors and the CoC. • Staff assessment underway • Back-up staffing plans underway	IT skills strong consideration for new hire • Assess current staffing • Leverage Out of Class MSA assignment • Work with HSD HR on flexibility of assignments within job title to include redistributing labor across the current team and identifying potential gaps • Create back-up staffing plans, to minimize vulnerabilities.	Q4 2013 – Q2 2014	In Progress

Safe Harbors HMIS Assessment Report Action Plan

3.R.3: Safe Harbors should incorporate new HUD requirements into the existing staffing pattern and job descriptions.	• Data quality officer identified and data quality process developed since 2011. Data quality process intensified over past year to include more frequent checks for the following data areas: o Annual AHAR o Contract Monitor Reporting o CoC Reporting Requests o HEARTH performance measures development • HUD expectations and regulations are pending. Updates to staffing pattern will follow regulation updates	• Review and identify gaps in meeting new requirements under HEARTH and update policies / procedures to meet requirements • Identify gaps between Safe Harbors and HUD requirements for staffing: o Data Quality officer o Security officer o Confidentiality officer o Agency Compliance officer • Explore the option to leverage Security Officer role and resources at the City level	Q4	In Progress
3.R.4: Safe Harbors should continue improving customer service.	Increased communication; changing help-desk approach • Safe Harbors has increased its use of the Help Desk ticket system (ExtraView) • Safe Harbors manager tracks tickets and response times • Safe Harbors manager has incorporated user feedback to improve customer service • Safe Harbors began a Safe Harbors newsletter in May 2013 as an ongoing communication vehicle • Safe Harbors has developed communications templates for system-related messages • Safe Harbors has increased its messages to keep users informed of system bugs and fixes	• Assess Help Desk tickets with the goal to reduce response time • Assess feedback from users on customer service • Identify pertinent messages for users and publish in a monthly Safe Harbors newsletter as a communication vehicle • Identify real-time system-related messages regarding system bugs and fixes to keep Safe Harbors users informed	Ongoing 2013 – 2014	In Progress
3.R.5: Safe Harbors should add to and update the standard operating procedures.	Begun in late 2012; pending • Updates to SOP are underway. • Some updates occurred during period of waiting for HUD TA	• Identify SOP updates needed • Finalize SOP and publish to website	Ongoing 2013 - 2014	In Progress

Safe Harbors HMIS Assessment Report Action Plan

3.R.6: Safe Harbors should increase the depth of its training program and use new technologies to increase learning opportunities.	• Safe Harbors partners with HSD IT on technology strategy Safe Harbors procured and implemented Web technologies to deploy software and provide webinar software training in relation to Version 5 Adsystech software, starting August 2013.	Acquire software to implement video webinars to be implemented with version 5 roll-out • Identify new technologies to enhance training experience for users • Procure new training technology	Q3 implementation Q3-Q4 2013	Complete

Section 4: Reporting Recommendations

Recommendation	Current Activities	Proposed Plan	Timeframe	Status
4.R.1: Safe Harbors should enhance its capacity for data analysis and reporting.	• The Safe Harbors Technical Program Manager and team now are under the leadership of the Human Services Department Director of Data Integrity • The Safe Harbors Research and Evaluation Assistant has been promoted to Management Systems Analyst and her job description has been expanded to increase her capacity for data analysis and reporting • The Human Services Department Epidemiologist will actively serve Safe Harbors to increase staff capacity available for data analysis and reporting • Safe Harbors Manager and staff attended Spring NHSDC conference to increase capacity. • SPSS Software upgraded to provide expanded reporting capabilities. • User's Group designated as the group to generate ideas for process improvements in reporting	• Consider skill set when looking at new hire • Identify additional resources where needed • Increase technical knowledge of existing staff • Identify areas of opportunity to improve the accuracy of management report from funders • See opportunities for the users to run reports to verify data • Develop subcommittee to generate ideas for process improvements in reporting	Q4 2013	In Progress

Safe Harbors HMIS Assessment Report Action Plan

4.R.2: Safe Harbors should reinforce its system and process for improving HMIS data quality.	Contract monitors group Monthly review of agency performance by SH staff Customer service records • Safe Harbors Data Quality Officer creates a data quality process involving agency notifications, education and clean-up • AHAR table shells accepted by HUD for 2011 and 2012. HUD TA assisted by suggesting targeted data quality improvements and methods. Data Quality Officer provides ongoing data quality checks. Agency Support Reps on Safe Harbors team coached agency staff to improve data quality. There was a marked improvement of data quality from 2011 to 2012 reflected in the AHAR data.	• Develop data quality plan • Include a variety of audiences to give input into an improved data quality plan (e.g. Steering Committee, Users Group, CEH, etc)	Q4 2013	In Progress
4.R.3: Safe Harbors should review and revise its HMIS client consent forms and procedures to be as encouraging of consent as possible within existing law.	• Safe Harbors Client Consent forms have been updated for consistency of language • Consent Sub-committee created and convened in 3rd and 4th quarter, 2013. The group discussed ways to improve ways to improve consent across the system and has drafted a new consent form that is easier to understand while including the necessary information.	Training (peer training through partners and / or users group) Review current form for tone /invitation • Identify gaps and propose updates to client consent forms in relation to being encouraging within existing law. • Create a subcommittee with partner agencies and governance • Identify ways to communicate consent as encouraging (e.g. training to agency staff)	Q4 2013	In Progress

Safe Harbors HMIS Assessment Report Action Plan

4.R.4: Safe Harbors should continue improving its reporting procedures and formats to better meet the information needs of the CoC, funders, and programs.	Current initiative involvement • Single adult shelter TF • HEARTH PM • CM report • Safe Harbors has improved access to reports and formats by making them web-based (Contract Monitor & Data Quality reports) • Safe Harbors has presented AHAR and other data sets to better meet information needs of the CoC, funders, and programs • Safe Harbors plays an integral role on the development of the HEARTH performance measures. • Safe Harbors staff attends an increased amount of meetings to plan for CoC, funder, and program-related reports.	Combine Seattle and KC AHAR in 2014 to use as SH report • Improve report accessibility and formats on the web • Work collaboratively with CoC to improve HEARTH performance measure reporting • Improve Ad-hoc report training for users	Q4 2013	In Progress
Section 5: Data Integration Recommendations				
Recommendation	**Current Activities**	**Proposed Plan**	**Timeframe**	**Status**
5.R.1: Safe Harbors should continue to improve the data integration process. Alternatively, Safe Harbors could outsource data integration to the Washington State Department of Commerce.	Reduced data integration to 2; DI success has improved • Safe Harbors initiated conversations with all data replication agencies for consistency in the process • Safe Harbors requested Adsystech to provide documentation outlining their data replication process	• Identify and document current data integration process – agency-driven • Identify and document data replication process – vendor-driven (this began after TA assessment) • Identify areas of improvement for the Data Integration process • Work with Steering Committee to decide future direction of data integration	Q1 2014	In Progress

Safe Harbors HMIS Assessment Report Action Plan

Section 6: Messaging Recommendations				
Recommendation	**Current Activities**	**Proposed Plan**	**Timeframe**	
6.R.1: The Sponsoring Partners and CoC should communicate support for Safe Harbors, its vision, goals, and future direction.	• CEH Planner Funder group began using Safe Harbors data for data dives to drive investment decisions and policies • TAG updates have been presented at the IAC and Governing Board meetings in 4th quarter, 2013	Message to CoC Governance structure the support of Safe Harbors and its use to the data.	Q4 2013 - 2014	In Progress
6.R.2: Safe Harbors and the recommended Steering Committee should implement the existing Communications Plan.	• Safe Harbors began a Safe Harbors newsletter in May 2013 as an ongoing communication vehicle • Safe Harbors has developed communications templates for system-related messages • Safe Harbors has increased its messages to keep users informed of system bugs and fixes	• Identify and refine existing Safe Harbors communications plan • Implement communications plan • Consider surveying users to assess effectiveness of communications • Create a positive proactive approach to communication utilizing data; ensure transparency	Q1 2014	In Progress
6.R.3: Safe Harbors should keep improving its use of communications technology.	• Safe Harbors improved its external website to strengthen communication between stakeholders and agency partners • Safe Harbors began a Safe Harbors newsletter in May 2013 as an ongoing communication vehicle • Safe Harbors has developed communications templates for system-related messages • Safe Harbors has increased its messages to keep users informed of system bugs and fixes • Safe Harbors implemented enhanced Web technology for user training communications August 2013	Webinar capacity; enhanced use of technology • Identify improved communications technology • Implement improved communications technology	Q3 2013 – Q1 2014	In Progress

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Appendix C: Cost Information and Assumptions

Appendix C: Cost Information and Assumptions

The following assumptions were used to create the costs presented in this report. Any modification to the assumptions will change the associated costs outlined in the report.

- There may be a cost to each HMIS user organization related to the transition. The costs may be associated with changing administrative materials and procedures, disruption in service, changes or reductions in customer service due to staff changes, and, as staff are involved in implementation tasks, learning new policies and procedures, etc. This cost is not included in the estimates but should be considered as a factor in any decision to implementation any option other than B.1.
- There is a planned transition gap of three to four weeks, during which service will be interrupted. SH will need to minimize this gap; however, there is a cost tradeoff in reducing the gap any more than two to three weeks.
- A PM will be necessary to effectively manage the transition from SH in its current form to any of the options in a different form. This will minimize confusion, reduce impact to staff during the changeover, and ensure all tasks are efficiently completed.
- Included in the "Form Organization" are the initial decisions that must be made about shared resource savings, such as using an existing organization's office space or a King County project manager.
- Government staff costs were estimated at 8 people at $75 per hour with a 35 percent benefits overhead.
- The ED salary, $155,250, was estimated at $115,000 plus 35 percent overhead for benefits and employer costs. Based on comments from the TAG, no performance incentive model is anticipated.
- Private staff costs were estimated to be 10 percent greater than government staff costs (e.g., the ED for the 501c[3] and Consortium is estimated to be $177,775, 10 percent higher.)
- The ED position for options C.1, C.2, and C.3 is an upper level manager. Therefore the 10 percent addition for private staff costs described above is not applied.
- Ongoing infrastructure costs were estimated 40 percent of the original cost. This consists of 25 percent of the original cost plus an additional 15 percent of the original cost for licenses, maintenance contracts, and general wear and tear costs.
- Monthly lease cost is calculated to provide 10 spaces, including some private office space, for approximately 2,800 square feet of rentable space. At average downtown Seattle rates, the lease would be $6,000 monthly.
- Initial lease costs represent one lease payment held for retention on the lease and the equivalent of one lease payment to the broker assisting with the lease.
- Many options were assumed to have a 10 percent annual operational cost, which was based on the annual budget of the organization.

- Alternate chargeback costs for office space, where applied, were based on the King County estimate of $5,000 per year per employee.
- Alternative IT infrastructure chargeback costs, where applied, were based on the King County estimate of $2,600 per year per employee. This included phone costs, which reduce the annual communications cost.
- The cost of $60 per hour was used as an average cost for hourly staff services, given that various levels of staff would be necessary.

Variations on these assumptions are noted in the options when the deviation occurred.

City of Seattle
Edward B. Murray, Mayor

Human Services Department
Catherine Lester, Director

Appendix 2

January 8, 2016

Adrienne Quinn
King County, Dept. of Community and Human Services
adrienne.quinn@kingcounty.gov

Dear Adrienne:

I am writing to you per King County Motion 14472, approved by the King County Council on November 23, 2015. The motion expresses the Council's support for transferring administration and management of the Homeless Management Information System (Safe Harbors) from the City of Seattle to King County, and asks for additional items from the County Executive staff as well as legislation to formalize the transfer. The County has also asked for verification that City of Seattle has consented to the transfer.

This letter serves as verification of consent. City of Seattle supports the transfer and looks forward to strong coordination between management of the HMIS and development and management of coordinated entry for all homeless populations, as well as working with King County to develop a streamlined data-sharing protocol so that the City can continue to inform our programs with up-to-date data.

If you have any additional questions, please contact me at catherine.lester@seattle.gov or 206-386-1143.

Sincerely,

Catherine L. Lester

Human Services Department
700 Fifth Avenue, Suite 5800
Seattle, Washington 98124-4215

Tel (206) 386-1001
Fax: (206) 233-5119
www.seattle.gov/humanservices

401 5th Avenue, Suite 500
Seattle, WA 98104

p: 206-263-9058
info@allhomekc.org

January 11, 2016

Adrienne Quinn, Director
King County, Department of Community and Human Services
401 5th Avenue, Suite 500
Seattle, WA 98104

Dear Adrienne,

I am writing to you per King County Motion 14472, approved by the King County Council on November 23, 2015. The motion expresses the Council's support for transferring administration and management of the Homeless Management Information System (currently Safe Harbors) from the City of Seattle to King County, and asks for additional items from the County Executive staff as well as legislation to formalize the transfer. Item B.2 of the motion asks for verification that All Home has consented to the transfer.

This letter serves as verification of consent. All Home supports the transfer as was affirmed when the All Home Coordinating Board approved the recommendation for King County to administer HMIS and coordinated entry at their December 2nd meeting. All Home looks forward to continued collaboration with King County and agrees that the transfer will result in more efficient coordination between the management of HMIS and development and management of coordinated entry for all people experiencing homelessness.

If you have any additional questions, please contact me at 206-263-9001 or mark.putnam@allhomekc.org.

Sincerely,

LIVE UNITED

United Way

United Way of King County

720 2nd Ave
Seattle, WA 98104

December 28, 2015

EXECUTIVE COMMITTEE LEADERSHIP 2015–2016

Karen Marcotte Sollimano
Board Chair

Blair Taylor
Board Chair-Elect, Secretary

Kathy Surace-Smith
Board Vice Chair

Dan Smith
Board Treasurer
Chair, Finance Committee

Matt Nickerson
Chair, Audit Committee
Chair, Governance Committee
Immediate Past Chair

Pamela Piering
Chair, Community Building Committee

Jon Fine
President and CEO
United Way of King County

CAMPAIGN LEADERSHIP 2015–2016

Barrie Galanti
Campaign Co-Chair

Richard Galanti
Campaign Co Chair

Jeffrey H. Brotman
Chair, Million Dollar Roundtable

King County Department of Community and Human Services
Josephine Wong, Deputy Director
401 5th Avenue, Suite 500
Seattle, WA 98104
Mail Stop: CHK-HS 0500

Dear Josephine:

I am writing to you per King County Motion 14472, approved by the King County Council on November 23, 2015. The motion expresses the Council's support for transferring administration and management of the Homeless Management Information System (Safe Harbors) from the City of Seattle to King County, and asks for additional items from the County Executive staff as well as legislation to formalize the transfer. Item B.3. asks for verification that United Way of King County has consented to the transfer.

This letter serves as verification of consent. United Way supports the transfer and agrees that moving the HMIS from the City of Seattle to King County will result in more efficient coordination between management of the HMIS and development and management of coordinated entry for all homeless populations. In my roles on the All Home Coordinating Board and the Aligned Funders Group, and as Safe Harbors Steering Committee co-chair (all are committees or subcommittees of All Home) United Way was closely involved in shaping, advising and approving this transfer.

If you have any additional questions, please contact me at slevin@uwkc.org or 206-461-3643.

Sincerely,

Sara Levin
Vice President, Community Services

Appendix 3

King County

Homeless Management Information System

Updated Homeless Management Information System Plan

January 22, 2016

MTG Management Consultants, LLC
401 Second Avenue South, Suite 240
Seattle, Washington 98104-3858
206.442.5010 206.442.5011 *fax*
www.mtgmc.com

Document Control Page

Document Status: Final
Document Date: January 22, 2016

Document Purpose

This document presents an updated plan for the King County (KC) Homeless Management Information System (HMIS) to the Department of Community and Human Services (DCHS) subcommittee for review and discussion.

Version	Date	Description/Changes
0.1	11/22/15	Initial draft of the plan outline.
0.2	11/23/15	Updated outline for the planning document.
1.0	12/23/15	Initial draft of the updated option.
1.1	1/14/16	Revisions based on county review.
1.2	1/20/16	Revisions based on county review and new information from the Department of Commerce (DoC).
1.3	1/22/16	Final version with minor edits from the January 21 county review.

MTG Management Consultants

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Appendix A – Cost Information and Assumptions
Appendix B – History of HMIS in King County

I. Executive Summary

This document updates Option B.2, a King County (KC) -managed Homeless Management Information System (HMIS), from the 2014 Safe Harbors (SH) Management Option report. The report responded to routine City of Seattle internal review practices and a KC budget proviso enacted by Ordinance 17619 regarding SH management options. The report presented nine options that satisfy the requirements of the proviso, and it was the work of the Temporary Advisory Group (TAG) and its subcommittee. The plan presented herein reflects an updated software selection by the state and the decision by KC to adopt Option B.2.

A. Key Decisions

Several key decisions frame the plan update.

- The State of Washington has selected a new solution, Bitfocus, Inc.'s *Clarity Human Services*, that will be implemented in March 2016 and ready for use by April 1.
- The KC Department of Community and Human Services (DCHS) will manage HMIS for the Seattle-King County Continuum of Care for the Homeless (CoC).
- SH will continue to operate HMIS in the CoC until KC is ready to transition HMIS agencies to *Clarity Human Services*, at which time the county will assume HMIS responsibilities.

DCHS confirmed each decision above but has yet to decide on a support option from Bitfocus. Its proposal is still under review.

B. Plan Highlights

The highlights of the updated plan are as follows:

- Duration of over 11 weeks.
  - The project begins on February 1.
  - The plan assumes an April 1 implementation of *Clarity Human Services*.
  - The schedule represents a moderately paced effort.
- Focus on communicating and training the HMIS agencies to use the new software.
- Inclusion of data transfer and verification in the planning effort, requiring agency interaction.

The cost of the plan ranges from $0 to $59,000 depending on the need to augment DCHS efforts. In addition, if the county accepts Bitfocus's proposal, it will incur an $880,000 annual operational cost for system administrative services for 1 year.

II. Introduction

In response to a letter dated June 20, 2013, from the King County Council, the three sponsoring partners of KC HMIS – the City of Seattle, United Way of King County (UWKC), and KC – formed a TAG to ensure implementation of recommendations in the U.S. Department of Housing and Urban Development's (HUD's) May 2013 Technical Assistance Report and to respond to questions raised in the county council's proviso to Ordinance 17619.[1] A TAG subcommittee was charged with defining management options for HMIS and producing a report for the council. The resulting Safe Harbors Management Option document included Option B.2, in which KC would assume management of the HMIS solution in the county. KC selected Option B.2 and is now implementing it.

A. Plan Update Process

The county selected MTG Management Consultants, LLC, to provide planning services for the DCHS subcommittee. The subcommittee consists of the following members:

- Ms. Josephine Wong, Deputy Director, DCHS, King County.
- Mr. August Mecl, Project Manager, DCHS, King County.
- Mr. Bill Kehoe, Chief Information Officer, King County.
- Ms. Diep Nguyen, IT Service Delivery Manager, DCHS, King County.

Over a 3-week period, MTG worked with the subcommittee to confirm decisions and review all of the assumptions.[2] The information presented in this report is the end product of the work completed by the subcommittee.

B. Plan Document Organization

This report is organized in the following sections:

- *Executive Summary* – Provides a brief summary of the updated plan.
- *Introduction* – Provides a brief background of the original report and an outline of the document.
- *HMIS Plan* – Presents a plan for HMIS in KC, updated from the original report. Includes the timeline, cost estimates, risks, and assumptions.

---

1 The SH HMIS TAG was created to support the development and implementation of an action plan in response to the Seattle/King County Safe Harbors HMIS Assessment Final Report: Findings and Recommendations, as well as the budget proviso issued by the King County Council on July 8, 2013. A TAG subcommittee has been formed to identify alternative options for the management of SH.

2 Patrice Frank, M.P.A., SH Program Manager, City of Seattle, was also consulted during the process for information about existing SH needs.

Presented in the next section is the plan.

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III. HMIS Plan

After months of discussion between the City of Seattle, KC, All Home King County, and UWKC, the All Home board made a decision to transition the administration and management of the HMIS from the City of Seattle to KC. KC will contract with Bitfocus for 1 year to provide a comprehensive HMIS administration and management function on behalf of KC. The information below represents an updated plan based on the new conditions and decisions.

A. King County HMIS (Option B.2)

Under Option B.2, HMIS will move from the City of Seattle to KC. The committee structure and objectives might be revised, and reporting processes will likely have to change to align with All Home guidance.

The overall concept of the plan is to prepare KC's HMIS while the State of Washington implements the new solution. Once the solution is ready, DCHS will ensure that the county's data is transferred and verified and that all agencies' users have been trained and are ready to employ the new system. In addition, the county will monitor work with the state and vendor to make certain the Downtown Emergency Service Center (DESC) data is integrated into the database. According to the plan, KC will spend 2 weeks checking data in the solution prior to cutting over to the new solution in April, beginning its HMIS operation and thereby completing the plan.

B. Potential Benefits

KC's operation of HMIS may produce the following benefits:

- The KC HMIS structure would align with funding agencies (Seattle, KC, and UWKC).
- DCHS understands and is aligned with HUD funding structure and understands HUD guidelines.
- Resources are available to set the standards for measures and ensure consistent service quality. All organization personnel focus on the skills necessary for HMIS success.
- Support is strong for a government agency like DCHS, as it is a logical part of a funding agency (the county).
- Specifically, KC:
  - Would hold the contracts and process funds currently managed by SH.
  - Has current relationships with, and is within, the CoC user organizations.
  - Will manage all elements to support funding, technical support, governance, and the vendor.
  - Could leverage its size to bring other expertise to bear on issues and needs.
  - Has resources to meet customer needs and focus on customer communication and satisfaction.

- Is embedded with funders and has the attention of the financial and management controls.
- Has strong financial backing and additional resources when necessary in order to dedicate resources to HMIS.
- Has funding and resources that can be leveraged to ensure long-term viability.
- Could appeal to governance and stakeholders for enhanced support and have broader discussions for HMIS.
- Possesses effective vendor management skills and is able to manage large vendors like those likely to provide HMIS services.
- Has the IT skills for vendor management.
- Is highly sensitive to issues as a public organization facing wide scrutiny.
- Holds the contracts for HMIS user organizations and can hold the organizations accountable for the services.
- Has the staff and resources to deal with liability concerns.
- Manages similar services and has existing customers with confidence in those services.

The disadvantages are as follows:

- The State of Washington is the current *Clarity Human Services* contract holder, which may limit the leverage over the product and hosting services options.
- Each HMIS user organization may incur a cost related to the transition. (See APPENDIX A, Cost Information and Assumptions.)

C. Implementation

The tasks presented in the table below are significant implementation steps.

	Task	Start Date	Duration
1	**Define HMIS Structure**	2/1/16	1 Week
2	**Assign HMIS Roles**	2/1/16	1 Week
3	**Complete HMIS Charter**	2/1/16	2 Weeks
4	**Establish Policies and Procedures**	2/1/16	4 Weeks
5	**Establish Accounting**	2/8/16	3 Weeks
6	**Implement Communications**	2/8/16	3 Weeks
7	**Communicate Implementation Strategy**	2/8/16	4 Weeks
8	**Train Staff**	2/8/16	3 Weeks
9	**Monitor DESC Interface Implementation**	2/15/16	3 Weeks
10	**Verify IT Support Arrangements**	2/29/16	1 Week
11	**KC Operationally Ready**	3/4/16	Milestone

	Task	Start Date	Duration
12	**Confirm Agency Operations**	3/7/16	2 Weeks
13	**Verify Information Flows and Reporting**	3/7/16	2 Weeks
14	**Verify KC Data With Agencies**	3/25/16	1 Week
15	**State and Vendor Ready for Operations**	4/1/16	Milestone
16	**Confirm All Operations**	4/1/16	2 Weeks
17	**Begin Operations**	4/14/16	Milestone

The overall timeline is 11 weeks (2.5 months), and implementation will proceed at a moderate pace. Shown in EXHIBIT I is a project Gantt view.

Data integration is potentially a second step or Phase II effort. Task 9, shown above, may move to a later date to focus on the initial implementation efforts.

D. Cost

The estimated cost of implementation ranges between $0 and $59,000, with the most likely estimate near the low end of the range as most of the costs are cautionary, worst-case assistance costs. Variable costs are indicated in underlined italics. The cost estimate is based on the following elements:

Implementation Cost Information	Estimated Cost
Assistance in establishing the policies and procedures for the organization.[3]	*No Charge to $10,000*
Assistance in establishing the accounting programs for the organization.[3]	*No Charge to $8,000*
Costs associated with implementing the communications.[3]	*No Charge to $5,000*
Costs associated with communicating the implementation strategy.[3]	*No Charge to $1,000*
Training KC staff on HMIS procedures, policies, systems, and technologies.	*No Charge to $15,000*
Contract services to assist with verifying KC data in the new solution.[3]	*No Charge to $20,000*

In addition, if the county accepts Bitfocus's proposal, it will incur an $880,000 annual operational cost for system administrative services for 1 year. There is no estimated ongoing annual cost beyond the Bitfocus cost as KC will use existing staff to operate HMIS.

E. Possible Risks

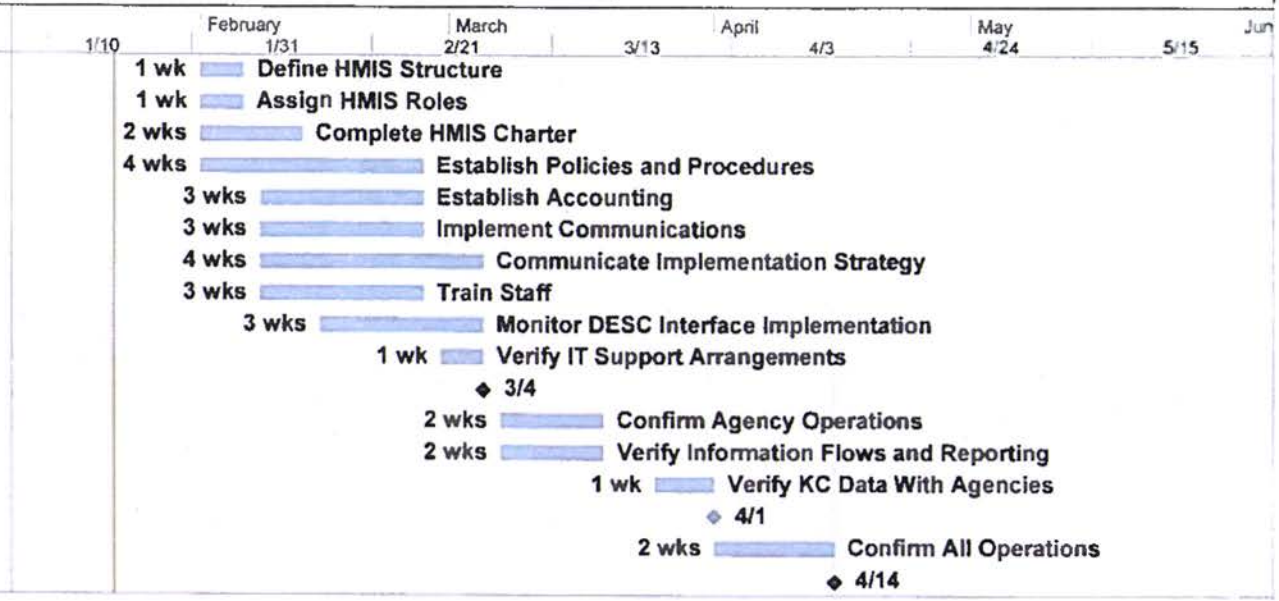
With the additional definition provided by the selection of Option B.2 and the state's selection of a new provider, it is possible to begin to identify risks. This subsection presents the high-

[3] Assistance is optional.

KING COUNTY HOMELESS MANAGEMENT INFORMATION SYSTEM
UPDATED KC HMIS PLAN
OPTION B.2 UPDATED IMPLEMENTATION PLAN

EXHIBIT I

ID	Task Name	Duration	Task
1	Define HMIS Structure	1 wk	Define HMIS Structure
2	Assign HMIS Roles	1 wk	Assign HMIS Roles
3	Complete HMIS Charter	2 wks	Complete HMIS Charter
4	Establish Policies and Procedures	4 wks	Establish Policies and Procedures
5	Establish Accounting	3 wks	Establish Accounting
6	Implement Communications	3 wks	Implement Communications
7	Communicate Implementation Strategy	4 wks	Communicate Implementation Strategy
8	Train Staff	3 wks	Train Staff
9	Monitor DESC Interface Implementation	3 wks	Monitor DESC Interface Implementation
10	Verify IT Support Arrangements	1 wk	Verify IT Support Arrangements
11	KC Operationally Ready		3/4
12	Confirm Agency Operations	2 wks	Confirm Agency Operations
13	Verify Information Flows and Reporting	2 wks	Verify Information Flows and Reporting
14	Verify KC Data With Agencies	1 wk	Verify KC Data With Agencies
15	State and Vendor Ready for Operations		4/1
16	Confirm All Operations	2 wks	Confirm All Operations
17	Begin Operations		4/14



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MTG Management Consultants

level risks associated with the decisions and the updated plan, as well as potential mitigation strategies.

1. Timeline Uncertainty

In its contract with Bitfocus, the State of Washington's timeline is imprecise and may present coordination and slippage issues for the county project. Currently, KC only has a high-level, somewhat vague plan from the state. With the scheduled go-live only 11 weeks away, the county should have more definition. Coupled with the need to rapidly accomplish tasks in the updated plan, any delay will impact the project.

Mitigation Strategy: The county should establish a weekly checkpoint with the Washington State Department of Commerce's (DoC's) project manager. This step will alert the county of project delays in a timely manner.

2. Limited HMIS Focus

The original Option B.2 envisioned a specific group within DCHS operating HMIS and the provision to KC of dedicated operational and technical resources focused on support of HMIS only (i.e., data analysis and understanding of the data). This was a true strength for the option. The current plan eliminates this advantage by using existing staff with other responsibilities in addition to their new HMIS duties.

Mitigation Strategy: On a monthly basis, KC should monitor staff assigned HMIS duties to ensure their additional responsibilities are not a significant burden. This oversight will help inform future decisions about staff roles and potential support contracts.

3. Implementation Breadth

The HMIS provider will have to ensure users are trained to employ the system and the IT staff is ready to support it. Given there are approximately 550 users, reaching all of them will be a challenge. Training or implementation issues may cause potential data gaps and timeline slippage.

Mitigation Strategy: KC should assign someone to monitor agency training within the CoC to ensure all agencies participate in training and have qualified staff. In addition, each agency should be required to provide a training status to the CoC by March 1, 2016.

4. Support Arrangements

The county is reviewing a proposal from Bitfocus to manage all aspects of the HMIS. This arrangement is assumed to be the preference; however, the decision has not been made. Given the short implementation horizon, the time available to make this decision is running out. Clear support infrastructure must be in place prior to beginning operations on *Clarity Human Services*.

Mitigation Strategy: The county should establish a date by which the arrangements must be in place. Given the planning horizon, this should be February 22, 2016. Failure to have support arrangements in place by this point should trigger a backup plan to obtain support from the King County Department of Information Technology (KCIT).

5. Communication to Agencies

The HMIS implementation strategy should be clearly communicated to agencies. Currently no documented communication plan exists. While implementation can occur without it, significant project experience in KC suggests that a clear communication plan, executed properly, will smooth the implementation process.

Mitigation Strategy: By February 1, 2016, KC should develop an implementation communication plan that provides at least weekly communications to the agencies, stakeholders, and project participants.

6. Specialized Reports

While the HMIS solution has many reports, the county has expressed concerns that it will require specialized reports to maximize the new solution. The short implementation time frame makes validation of the reports and creation of necessary specialized reports a challenge. Further, KC will most likely be unable to start reviewing reports until after March 1, 2016, and the initial availability of user training.

Mitigation Strategy: The county may have two options for mitigating this risk. The first strategy is to focus on gaining access to the system with KC information as quickly as possible. This approach will allow for validation of the existing reports and evaluation of shortcomings that will have to be covered by specialized reports.

The second strategy is somewhat more labor-intensive. The county should gather existing reports and define exactly what reporting requirements are mandatory and those specifications that are desired and optional. This will allow a more rapid analysis of the *Clarity Human Services* reports that are available when the system is ready for access by KC staff.

Appendix A – Cost Information and Assumptions

We used the following assumptions to create the costs presented in this report. Any modification to the assumptions will change the associated costs outlined in the report.

- The county will utilize existing staff for at least the first year, so no additional support, facility, or overhead costs are included.
- Each HMIS user organization may incur costs related to the transition. These costs may be associated with changes in administrative materials and procedures; disruption in service; revisions or reductions of customer service due to support changes; and, as staff are involved in implementation tasks, time spent learning new policies and procedures. HMIS user organizations may also need to pay for consulting services with Bitfocus if they require additional support to integrate data with HMIS.
- There is a planned transition gap of 1 to 2 weeks, during which service will be interrupted. HMIS will need to minimize this gap; however, there is a cost trade-off in reducing the gap.
- The new Washington State contract with Bitfocus for the *Clarity Human Services* product is a hosted solution, so no hardware or infrastructure is necessary.
- KC may contract with Bitfocus to verify agency data for an additional cost estimated to be $20,000. This cost assumes $125 per hour for 160 hours.
- KC may contract its staff training for an additional cost estimated to be $15,000. This cost assumes hiring a local trainer for 2 weeks.
- KC may acquire support for accounting, operational policies, and communication planning, as represented by the potential "high" cost amounts in the cost table.
- An amount between $0 and $1,000 was estimated to support communications and cover printing, copying, or other minor costs.
- Government staff costs were not included.

Appendix B – History of HMIS in King County

In 1999, SH was implemented in response to a HUD directive to begin collecting data on homeless persons through an HMIS. HMIS is funded by KC, the City of Seattle, and UWKC, and it is managed by the City of Seattle's Human Services Department (HSD). SH's earliest implementations were limited in scope but transitioned to a new, off-the-shelf system approved by sponsoring partners[1] in 2007. In 2008, the Washington State DoC, with the support of HMIS and the sponsoring partners, switched to Adsystech Inc., a provider of software, database, and service solutions for governments and human services agencies. The Adsystech software is provided through a contract with the Washington State DoC, which furnishes HMIS for the entire state. In Seattle and KC, HMIS provides its own project management, help desk, user support, training, and data analysis and reporting services.

As a result of the switch to the Adsystech software, provider participation increased, bringing coverage from 170 programs in late 2008 to 340 programs in 2010. The CoC obtained a $1 million bonus award from HUD for homeless projects in 2010, in part as a result of improved data quality.

Between summer 2012 and May 2013, a technical assistance team composed of outside consultants assessed SH's HMIS services for the CoC and HMIS funders.[2] A HUD grant funded the assessment. The purpose of the assessment was to identify the root causes of perceived and/or real problems across a variety of HMIS functional areas and to make recommendations for corrective action. In addition, the Seattle HSD director dedicated departmental funding to increase the scope of the technical assistance grant to identify what was working well and what could be improved within KC HMIS.

The findings and recommendations in the technical assistance report, as well as continued community feedback about HMIS issues, created an elevated level of concern from the KC Council, which, under the signature of Councilmember Kathy Lambert, issued a letter in June 2013 asking for measureable progress in the following areas:

- Improvement in vendor management of Adsystech.
- Enhancement of IT and system administration skills.
- Improvement in responsiveness to the needs of provider agencies.
- Improvement in Data Quality.

---

1 The sponsoring partners are the City of Seattle HSD, KC, and UWKC.

2 The Cloudburst Group, Tony Gardner Consulting, Seattle/King County Safe Harbors HMIS Assessment Final Report: Findings and Recommendations, May 24, 2013. Prepared for the Seattle/King County Safe Harbors HMIS Funders Group.

Each of these items is addressed in the TAG Action Plan. In addition to the letter, the KC Council included a proviso in Ordinance 17619[3] calling for a review of HMIS management options, which led to the management options report.

TAG and Management Options

One of the efforts was the TAG subcommittee formed to identify management options for SH in the CoC. The TAG subcommittee consists of the following members:

- Ms. Patrice Frank, SH Program Manager, City of Seattle.
- Ms. Diep Nguyen, IT Service Delivery Manager, DCHS, King County.
- Mr. Bill Kehoe, Chief Information Officer, King County.
- Mr. Greg Ferland, Community Services Division (CSD) Director, King County.
- Hedda McLendon, M.P.H., YouthCare Director of Programs.
- Tracy Hilliard, Ph.D., M.P.H., City of Seattle Human Services Department.
- Ms. Mary Schwartz, Washington State DoC.

MTG worked with the subcommittee over a 10-week period to facilitate discussion and agreement on management options, criteria for evaluation options, strengths and weaknesses, implementation timelines, and costs for each option. The result was the Safe Harbors Management Option report in December 2014. It presented nine management options, including Option B.2, a KC HMIS operation.

After months of discussion between the City of Seattle, KC, All Home, and UWKC, the All Home board made a decision to transition the administration and management of HMIS from the City of Seattle to KC, essentially adopting Option B.2 of the management report.

[3] In Section 42, beginning at line 750 of Ordinance 17619, $250,000 would be allocated to HMIS upon a motion accepting this report.

IT Project Benefits Achievement Plan (Version 2)

Section 1. What are the purposes of the Benefit Achievement Plan (BAP)?

1. To achieve a clear understanding and focus on the benefits of a project prior to its beginning
2. To update projected benefits of the project as it moves through stages of project approval, implementation, and post-project closure
3. To establish accountability for identifying and achieving benefits
4. To ensure that benefits are achieved

To complete this document fully, please read all of the colored sections and fill in the white cells. For assistance in completing this form, please contact your PSB analyst.

King County Department/Agency Name	Department of Community and Human Services
Project Title	Homeless Management Information System (HMIS) and Coordinated Entry for All (CEA)
Project Number	

Section 2. Business Owner Accountability

Business Owners are responsible for achieving project benefits and ensuring this Benefit Achievement Plan (BAP) is regularly updated and completed when benefits are achieved. Business Owners are required to be at the deputy department director or higher.

Josephine Wong

Section 3. Who is involved in developing the Benefit Achievement Plan?

The development of the BAP should include significant involvement from the business operations or management staff related to this project and the services it will support. Consider involving staff who will be using the technology to help identify the benefits of the project. KCIT business analysts or technology project staff may assist in benefit identification and documentation. List the staff who contribute to the benefit achievement plan below:

Name	Title / Agency	Project Role
Adrienne Quinn	Director	Articulate and lead vision for how this system intersects and overlaps with other related systems, e.g. behavioral health, primary health, employment
Josephine Wong	Deputy Director	Manage operational and process/business steps for successful implementation of HMIS
Mark Putnam Kira Zylstra	Director, Committee to End Homelessness	Represent client, nonprofit and broader homeless system connections and perspective
Mark Ellerbrook	Regional Housing & Community Development Manager	Responsible for state and federal requirements for HMIS and coordinated entry
Amanda Thompkins	Regional Homeless Housing Evaluator	Evaluation for homeless housing
Rene Franzen	Privacy Officer	Manage all privacy aspects for the department

Diep Nguyen	KCIT SDM	Liaison to KCIT

Section 4. When should the Benefit Achievement Plan be started, updated and completed?

The BAP is intended to be an iterative, evolving document that will be updated as the project evolves, as information is refined or scope changes, and when benefits are finally achieved. Department and agencies (the business owners of project benefits) are required to update this document at the following times or actions:

1. To support initial project request during "gate two" phase of conceptual review.
2. For the annual Benefits report that PSB compiles.
3. To support funding release requests. If there are no changes, simply indicate "review only" in the revision table.
4. When a material scope change is identified and reported.
5. Up to one year after project completion and then annually until it is determined by the business owners that anticipated benefits have been achieved or no further benefits are expected.

Once the project is complete and benefits are achieved and reported, no additional reporting is required.

Please update the document online. Do not delete your previous text. Update the text as necessary and date those updates. Make sure that you upload the updated version to Innotas. The intent is for this single document to show the history of benefits over the course of the project. List any changes in the table in section 5. (If there are no changes, type none)

Section 5. How long will it take to complete the benefit achievement plan?

Completion of the BAP depends on the project's complexity. In general, it should take a few hours to complete this BAP form once there is a shared understanding of the project and what value it will bring to the County. More complex and costly projects may require more extensive analysis. To improve this process in the future, please record the time spent on this in the table below at each stage of revision:

Revision History Table

Stage	Date	Revised By	Description	How long did it take?
Please use conceptual review, budget process, funding release, annual report, project implementation, or project completion.	*Date this document was updated*	*Who did the document updates?*	*A brief summary of what changed in the document. If this is an initial draft, please indicate new. If nothing has changed, indicate "review only".*	*How long did it take to complete or revise the form at this stage?*
Conceptual review	06/23/15	Adrienne Quinn	New, initial draft	2 hours

Section 6. Description of Project Benefits

Identify the category(ies) of benefits your project will provide and include narrative descriptions of estimated benefits. The benefits of IT investments generally fit into the following four categories:

1) External service benefits: Improving the quality or quantity of services provided to the public
2) Internal service benefits: Improving internal operations, including the quality or quantity of internal services
3) Maintaining service levels by replacing or upgrading older technology or reducing risk of system failures
4) Reduced cost to produce services (internal or external)

Each category is described below. Most projects will have benefits in one or two categories. If the project does not have benefits in a category, there is no need to provide information for that category.

What is the primary benefit of your project? After reviewing the benefit categories below, please identify the primary type of benefit for the project. For most projects, the primary type benefit will be Category #2 improving internal operations or Category #3 replacing or upgrading older technology.

Primary project benefit? (Check only one)

X Category #1: External service benefits: Improving the quality or quantity of services provided to the public

☐ Category #2: Internal service benefits: Improving internal operations, including the quality or quantity of internal services

☐ Category #3: Maintaining service levels by replacing or upgrading older technology

☐ Category #4: Reduced cost or cost avoidance to produce services

Category #1: External service benefits: Improving the quality or quantity of services provided to the public. This category is intended for projects that directly benefit the public. This includes improved quality of service, such as faster response times and better access to services for the public.

Example: *If this project to upgrade our licensing software is approved, licenses will be issued in two business days instead of the four days currently required. This is largely due to the ability of the new software to check national and state databases more efficiently. About one-quarter of our customers currently complain about the delay in obtaining a license and this time reduction is expected to eliminate almost all complaints and allow staff resources to be directed to other customer services.*

Example: *If this project to accept on-line reservations is approved, residents will be able to schedule athletic fields over the Internet and make payments by credit card. This will allow scheduling to occur at any time, rather than the current limited hours available for in-person or phone reservations. In-person and phone reservations will still be available.*

The above examples are summaries. Please respond to each question listed below rather than provide a summary.

1. *Describe why you expect the proposed IT investment to produce the benefit(s).*

   In response to poor data availability and difficulty obtaining data from the Adsystech solution, The Washington State Department of Commerce has selected a new solution, Bitfocus, Inc.'s Clarity Human Services. This will allow easier use of the system and better reporting from the solution. This system and HMIS managed by the county will produce the following expected benefits:

   Specifically, the county:

   - Would hold the contracts and process funds currently managed by HMIS.
   - Has current relationships with, and is within, the CoC user organizations.
   - Will manage all elements to support funding, technical support, governance, and the vendor.
   - Could leverage its size to bring other expertise to bear on issues and needs.
   - Has resources to meet customer needs and focus on customer communication and satisfaction.
   - Is embedded with funders and has the attention of the financial and management controls.
   - Has strong financial backing and additional resources when necessary in order to dedicate resources to HMIS.
   - Has funding and resources that can be leveraged to ensure long-term viability.
   - Could appeal to governance and stakeholders for enhanced support and have broader discussions across the region for HMIS.
   - Possesses effective vendor management skills and is able to manage large vendors like those likely to provide HMIS services.
   - Has the IT skills for vendor management.
   - Is highly sensitive to issues as a public organization facing wide scrutiny.
   - Holds the contracts for HMIS user organizations and can hold the organizations accountable for the services.
   - Has the staff and resources to deal with liability concerns.
   - Manages similar services and has existing customers with confidence in those services.

   The Seattle-King County HMIS community will have a more useful system that will result in more complete and accurate information on the services provided. Additionally, DCHS understands and is aligned with HUD funding structure and understands HUD guidelines.

   Resources are available to set the standards for measures and ensure consistent service quality. All organization personnel focus on the skills necessary for HMIS success.

   Support is strong for HMIS within KCIT and DCHS, as it is a logical part of a funding agency (King County).

2. *How will you measure the benefit(s)? (How will you know if the benefit has been achieved?)*

   The existing HMIS produces reports that will have parallel reports in the new system. These reports will be compared to determine how complete the data in the reports are between the two solutions. More timely complete data will demonstrate the improvements with the new system.

   In addition, the number of agencies using the system for agency reports can be measured before and

after the implementation of the new system. If one year after implementation, the number of agencies using the system with ease for agency reporting has increased over the current users, the solution will have increased the data availability and gained penetration of services within the community.

3. *What is the current baseline for this measure?*

   Existing reports will be used to compare future results. In addition, the count of agencies using the solution compared to those using the new solution with ease in a year can be measured. During the implementation process, the reports will be verified and at that time the current baselines will be established.

4. *What is the target for this measure? (How much improvement will this project achieve?)*

   The first measure should show 5-10% increase in valid information available in the system.

   The second measure is expected to show at least 2 agencies using the solution with ease.

5. *When is the benefit likely to be achieved?*

   The benefits should be measurable within a year of implementation of the system.

Category #2: Internal service benefits: Improving internal operations, including the quality or quantity of internal services. Be sure to explain the value of such improvements to your operations.

Example: *If this project to acquire hand-held devices and develop custom software is approved, inspectors will be able to check an average of 10 sites per day compared with the average of 6 currently checked. This will allow the agency to handle the 20% increase in workload projected in the next three years without adding more staff.*

Example: *If this project to implement a systems management tool for the Service Center is implemented we will be able to reduce the duration of technology outages during major incidents by 30 percent. We also will reduce the wait time for customers on hold with the Service Center. These improvements will allow us to redirect an existing position to other priorities.*

Example: *The Active Directory Consolidation project is part of an overall effort to promote IT standardization. This project will make the current management of user accounts, applications, and devices easier for IT administrators at Public Health because the end user experience will also be improved by having a single sign-on to applications such as Lync, SharePoint, and Outlook. Our success will be measured by having a single set of procedures and security models rather than the multiple ones that now exist.*

The above examples are summaries. Please respond to each question listed below rather than provide a summary.

1. *Describe why you expect the proposed IT investment to produce the benefit(s).* Leveraging Software as a Service (SaaS) to maintain and fortify this solution aligns with county, KCIT and DCHS strategic plans to deliver service excellence, financial stewardship and will enhance public engagement through better reporting and a robust solution.

2. *How will you measure the benefit(s)? (How will you know if the benefit has been achieved?)* Further adoption of these services by agencies and through data analytics

3. *What is the current baseline for this measure?* N/A

4. *What is the target for this measure? (How much improvement will this project achieve?)*At minimum 2 agencies using the system with ease plus scalable and sustainable reporting structure that will aide in the making better business and system decisions

5. *When is the benefit likely to be achieved?* Within one year of implementation.

Category #3: Projects that maintain service at current levels by either replacing or upgrading older technology, reducing the risk of system failures, or providing regulatory compliance. If the project will result in improvements to external or internal services or cost savings, please note those benefits in the appropriate categories.

Example: *This project will upgrade PeopleSoft from 9.0 to 9.2. This upgrade is necessary because vendor support for 9.0 will be ending in 2015 and that creates a large risk for the County. Without vendor support the County will not receive tax and regulatory updates and will likely result in errors in complying with tax and regulatory issues.*

Example: *This project will implement an Advanced Authentication solution which will allow King County to comply with U. S. Department of Justice - Federal Bureau of Investigation, Criminal Justice Information Services (CJIS) Security Policy Version 5.0, Section 5.6.2.2. Effective September 30, 2013, advanced authentication (AA) must be in place in order to access sensitive CJIS information.*

1. *Describe why you are proposing to upgrade or replace existing technology. Please include age of existing technology and the average life cycle replacement for this type of technology.*

2. *If the primary reason for the project is risk reduction project, please estimate the probability of the risk or describe how likely it is to occur.*

Category #4: Reduced cost to produce service (external or internal) or cost avoidance

This category is for those projects that will reduce the costs to deliver a county service (external or internal). The information provided here should be consistent with the information in the cost-benefit analysis (CBA) form. Please describe how the cost savings will be used by your organization. This category also includes cost avoidance. Cost avoidance is those costs that the County would need to pay, has the capacity and intent to pay, but will be avoided due to the project.

Example: *Reduced cost to produce service. If this project to install accounts payable software is approved, we will automate three tasks that are currently done manually by agency and central purchasing employees. Based on experience of other users of the software, this will reduce processing time from the current average of ten days to less than one. This will allow us to take advantage of prompt payment discounts for over $15,000,000 of annual purchases. These discounts average 2%, yielding annual savings of about $300,000. This will result in savings in department expenditures for those items qualifying for prompt payment discounts.*

Example: *Cost Avoidance. Moving to this new vendor that uses a SaaS product, we will avoid the need to*

upgrade the system to the newest version which goes end-of-life at the end of next year. We were required to make this upgrade due to regulatory reasons, so this represents a cost avoidance of $100,000.

The above examples are summaries. Please respond to each question listed below rather than provide a summary.

1. *Describe why you expect the proposed IT investment to reduce costs?*
2. *How will you measure the cost reduction or cost avoidance? (How will you know if the benefit has been achieved)*
3. *What is the current baseline?*
4. *What is the target for this measure? (How much savings will this project achieve)*
5. *When is the cost reduction likely to be achieved?*

Section 7. Benefit Achievement Summary

Benefit Achievement Summary

To be completed when benefits have been achieved or no further benefits are expected. *For each of the benefits you identified above, explain whether benefits were achieved at target levels. Please include both quantitative measures and qualitative descriptions of benefits, including any monetary benefits. Use the measures identified above. If not achieved, explain why.*

Example: *This project, to repair an emergency radio tower, was successfully completed in April 2014. The anticipated benefit was to maintain current service levels at 99.999% up time for an additional five years. This project is currently functioning at 99.999% up-time and will report annually for the next five years on up-time levels.*

If one of these towers failed physically, the cost to the county would be enormous, generally in the neighborhood of $500K - $1 Million per tower depending on the construction techniques and size. User agencies on the emergency radio system will benefit by having infrastructure systems in place that will be assured of not experiencing catastrophic failures due to lack of maintenance.

Example: *This project to automate accounts payable software was implemented and did improve the processing time average. The average time was reduced from 10 days to 2 days, not quite reaching the 1 day target. Additionally, only 20 percent of purchases received a prompt payment discount resulting in less cost swings than anticipated. We did not meet the target because there were fewer purchases that qualified for prompt payment than originally estimated.*

Example:

Metric Description	Metrics	Baseline	Target	Actual
Reduce cost to deliver service. This project reduced processing	*Processing Time annual savings, and*	• *10 days processing time*	• *1 day processing time* • *30 percent of*	*2 day processing time*

time from the current average of ten days to less than one allowing us to take advantage of prompt payment discounts.	*percentage of purchases receiving prompt payment discounts*	• *10 percent of purchases are receiving discount* • *Savings of $100,000*	*purchases are receiving prompt payment discounts* • *$400,000 savings*	*20 percent of purchases are receiving prompt payment discounts $200,000 savings*