

Information and Telecommunications Services
Division
Finance and Administrative Services
Staffing Plan

March 1, 2003

Department of Executive Services
Information and Telecommunications Services Division

Introduction and Background:

In the 2003 Proposed Budget, the Executive requested that a TLP in the Finance and Administrative Services (FAS) section of the Information and Telecommunications Services (ITS) division be converted to an FTE. The Council approved this request with the following proviso:

PROVIDED FURTHER THAT:

Of this appropriation, \$77,125 may be expended only on finance staff listed on the staffing plan approved pursuant to the terms of this proviso. The executive shall submit to the council for approval by motion a budget and staffing plan for the finance and administration section of this appropriation unit. If the plan and budget are not submitted by March 1, 2003, authority for 1.0 FTE and \$64,271 of this appropriation shall lapse on that date and that amount shall be returned to fund balance.

The staffing plan must be filed in the form of 16 copies with the clerk of the council

This staffing plan for the Finance and Administrative Services section of ITS is submitted to fulfill the terms of this proviso.

ITS Mission:

It is the mission of the ITS division to create and manage information and technology solutions to improve services for our customers.

ITS STRATEGIC GOALS:

The following strategic goals were submitted by ITS as part of the 2003 Business Plan for the Department of Executive Services.

- A. Provide first-rate customer services at competitive rates.
- B. Ensure stable, reliable and available information and technology resources to provide a strong production environment.
- C. Partner with agencies to ensure King County's information and technology infrastructure and services effectively support King County's businesses and services.
- D. Modify and improve ITS business processes to improve our own efficiency and effectiveness.
- E. Support and champion on-line delivery of services to our customers and the public.

ITS Services and Funds:

ITS functions as a technology service provider operating the following services within the King County government structure:

- 1. Wired and wireless data network services,
- 2. Application development and support services,
- 3. Data center operation,
- 4. Data entry services,
- 5. Backup services,
- 6. Server hosting,

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7. Database administration,
8. Internet access,
9. Enterprise Help Desk,
10. Enterprise hardware and software procurement,
11. Broadband carrier transport services (I-Net),
12. Construction project support,
13. Desktop and wireless telephony services,
14. Two-way radio communications service, equipment and systems engineering/operations,
15. Printing and duplicating services,
16. Graphics design services, and
17. Multi-media production services.

ITS Funds and 2003 Appropriations:

The financing of these services is managed through several funds (see below) ITS' total appropriation for the six operating funds is \$31.9 million and another \$4.0 million in various appropriations in the Capital Improvement Fund (CIP).

There are a total of 196.0 positions budgeted in the six operating funds. The chart below shows how these totals break down into the individual funds and appropriations units.

Appropriation Unit	Fund	Fund Type	2003 Budget	FTE	TLP
Technology Services (TS)	5531	Internal Service	\$22,874,838	138.0	7.0
Telecommunications (TC)	5532	Internal Service	1,986,447	8.0	
Printing and Graphics Arts (PGA)	5600	Internal Service	3,602,262	18.0	1.0
Cable Communications (CC)	0010	CX	192,531	2.0	
Radio Communications (RCS)	4501	Enterprise	2,299,021	14.0	
I-Net Operations (INET)	4531	Enterprise	931,958	7.0	1.0
Total ITS Operations	CIP		\$31,887,057	187.0	9.0
Capital *					
ITS Capital (CIP)	3781	CIP	\$367,253		
I-Net Capital (INET CAP)	3481	CIP	\$1,822,716		
Emergency Communications Services (ECS) Levy	3471	CIP	\$584,546		
Emergency Communications Services (ECS) County Projects	3472	CIP	\$32,610		
Radio Communications Services CIP	3473	CIP	\$1,199,911		

***Remaining appropriation end of 2002 prior to reconciliation (as of 1/3/03)**

Union Representation:

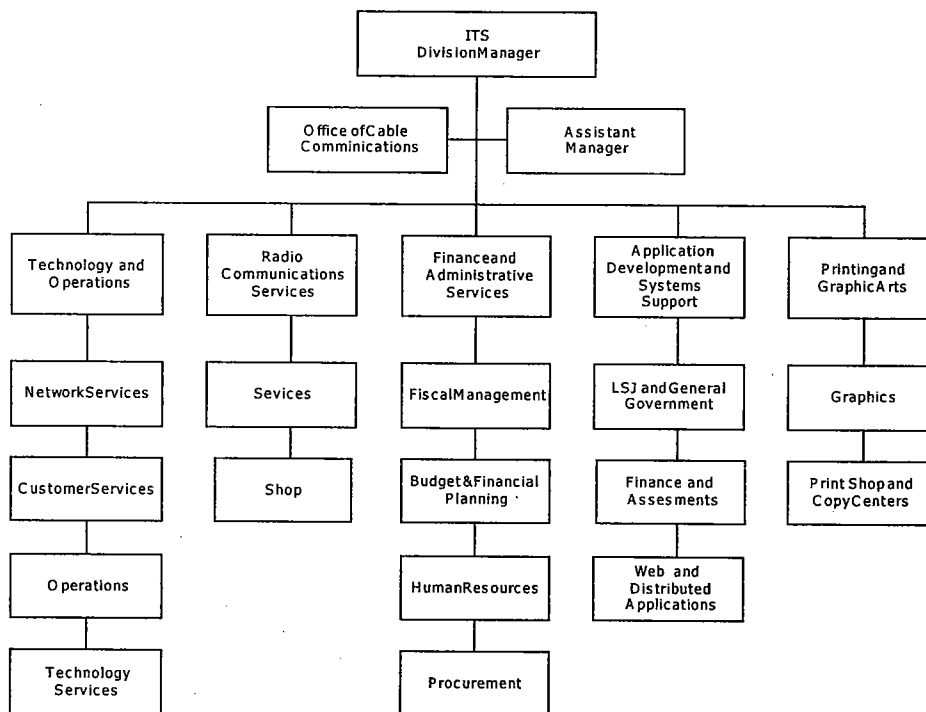
Six bargaining units (see below) represent approximately 85% of the total ITS workforce. Contract negotiation and management is a significant work item for the ITS human resource staff.

- | | |
|--------------|------------------------|
| Local 767 | - Print Shop |
| Local 17 | - Graphics |
| Local 77 | - Radio Communications |
| Local 117 PT | - Operations Center |
| Local 117 E | - Data Entry |
| Local 17 PT | - IT staff |

ITS Organization:

ITS is organized into five sections as shown below.

ITS Organization Chart



Role of the Finance and Administrative Services Section:

The role of the Finance and Administrative Services section is to partner with the other sections of ITS in achieving the division's strategic and business goals. The section does this by providing financial, human resource,

procurement and administrative support services to management and staff in each of the organizational units and business lines.

In carrying out this role, the FAS section has identified the following areas of priority:

1. Maintain and improve the quality of service,
2. Maintain and improve efficiency, and
3. Maintain and improve financial controls.

Finance and Administrative Services Section Budget:

The 2003 personnel budget for Finance and Administration Section consists of \$1,249,233 for salaries and \$916,213 in benefits for 18.0 FTEs and 4.0 TLPs. This includes \$65,283 in salary and \$16,098 in benefits for the 1.0 FTE added in the 2003 budget.

Functions of the Finance and Administrative Services Section:

The section is organized into four groups: Budget & Financial Planning, Human Resources, Fiscal Management, and Procurement. One manager and one supervisor provide supervisory control and management direction for the section.

The Budget & Financial Planning group is responsible for:

- Coordinating the annual budget for ITS,
- Preparing financial plans,
- Pricing and rate allocation methods,
- Monitoring budget status,
- Providing financial support to ITS sections, and
- Preparing ordinances, motions, proviso responses, etc. for Council.

The Human Resources group is responsible for:

- Recruiting,
- Labor negotiation support,
- Ensuring compliance with federal, state and county rules and regulations,
- Ensuring compliance with labor contracts,
- Ensuring compliance with county HR policies,
- Representing ITS in County-wide projects and forums,
- Coordinating the performance appraisal process,
- Developing/recommending division H/R policies, and
- Training coordination

The Fiscal Management group is responsible for:

- Telecommunications billing,
- MSA and PeopleSoft payroll for ITS,
- Accounts Payable for ITS,

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- Accounts Receivable for ITS,
- Inventory and financial reporting records, and
- Administrative support (reception, office supplies, mail, space, etc.)

The Procurement group is responsible for:

- Developing procurement (RFP/RFI) documents,
- Negotiating contracts,
- Procurement process control,
- Training,
- Contract management, and
- Maintaining a contracts database.

In addition, the following functions are staffed in the manager's org:

- Administering the online directory,
- Maintaining ITS-FAS web pages,
- Administrative support to ITS capital projects staff, and
- Managing projects to upgrade ITS business tools and processes.

Staffing Requirements for FAS Functions:

The following tables show work breakdowns, descriptions and workload indicators (where available) for the functions listed above and shows staffing requirements (job class and FTE) for specific task groups.

Budget & Financial Planning:

Task Group:	Description:	Classification	FTE	TLP
Coordinate annual budget	Develop PSQ; Coordinate management budget process; Prepare documentation; Present and defend proposals.	Business and Finance Officer IV	0.3	
Financial planning, allocations and rates	TS, TC, PGA and CIP funds	Business and Finance Officer IV	0.2	
Financial planning, allocations and rates	INET, INET CAP and RCS funds	Business and Finance Officer II	0.2 *	
Budget status monitoring and reporting	Monthly expenditure detail and quarterly budget status reports	Business and Finance Officer IV Business and Finance Officer II	0.1 0.2 *	
Operations and financial analysis	Mainframe cost modeling, I-Net operations forecasting, data	Business and Finance Officer IV Business and Finance Officer	0.1 0.3 *	

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	backup cost modeling, etc.	II Program Manager	0.3	
Preparation of motions, ordinances, provisos etc.		Business and Finance Officer IV Business and Finance Officer II	0.2 0.1 *	
CIP	Monitoring capital projects budgets, CIP reconciliation, etc.	Business and Finance Officer IV Business and Finance Officer II	0.1 0.2 *	
Total			2.3	0.0

***Business and Finance Officer II position is new in the 2003 Budget.**

Human Resources:

Task Group:	Description:	Classification	FTE	TLP
Administer recruiting processes	Develop requirements, process applications and develop hiring recommendations	Human Resources Manager	0.1	
		Administrative Specialist IV	0.1	
Career development, training.	Management training, technical training, succession planning.	Human Resources Manager	0.1	
		Administrative Specialist IV	0.1	
Labor negotiation support	Coordinate division input into labor negotiation process	Human Resources Manager	0.2	
		Administrative Specialist IV	0.1	
Labor contract administration		Human Resources Manager	0.2	
		Administrative Specialist IV	0.1	
Special projects	Various County-wide projects and forums	Human Resources Manager	0.1	
Performance appraisal	Assist in developing and administering division-wide performance appraisal process	Human Resources Manager	0.1	
		Administrative Specialist IV	0.1	
ITS H/R policies	Develop recommendations for division policies	Human Resources Manager	0.1	
Processing personnel changes	Implement promotions, step	Administrative Specialist IV	0.2	

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	increases, special duty, etc.			
H/R reporting	Prepare a variety of H/R reports	Human Resources Manager Administrative Specialist IV	0.1 0.3	
Total			2.0	0.0

Fiscal Management:

Task Group:	Description:	Classification	FTE	TLP
Telecomm Accounts Payable and Internal Billing	Accounts Payable for ~30 telecom vendors (~50 invoices monthly). Process manual and electronic telecom bills for 75+ county agencies. Process voicemail billings.	Fiscal Specialist III Administrative Specialist II	1.8	0.7
Payroll	Process payroll documentation for ~200 ITS employees (on both MSA and PeopleSoft systems).	Fiscal Specialist III Administrator II	1.0 0.1	
Accounts Payable	Process payments to vendors for entry into ARMS	Fiscal Specialist III Administrator II	0.3 0.8	
Accounts Receivable	Process internal service and external customer billing information for 90+ internal agencies through AIRS and ARMS systems	Fiscal Specialist III Administrator II	0.7 0.4	
Inventory	Annual updates to inventory for all funds.	Administrator II	0.2	
Financial Reporting	Radio Communications, etc.	Administrator II	0.2	
Printing and Graphics Arts support	Prepare ~ 7,300 work orders and job bids for Print Shop, Copy Shop and Graphic Design. Prepare billing input for IBIS system. Maintain resource tracking database. Accounts payable for ~75 vendors.	Administrative Staff Assistant Fiscal Specialist III	1.0 1.0	

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Fiscal Management and Administrative Support:	Supervisory control over ten employees.	Business and Finance Officer IV	1.0	
Total			8.5	0.7

Administrative Support:

Task Group:	Description:	Classification	FTE	TLP
General administrative support	Division reception (9x5), office supplies, mail and courier service, space, SCAN accounts management, copier repair, archives/record keeping, pool cars, etc.)	Fiscal Specialist II	1.0	0.3
		Administrator II	0.3	
		Fiscal Specialist III	0.2	
		Administrative Specialist II		
Space management	Building access keys, moves and maintenance	Program Manager	0.1	
Total			1.6	0.3

Procurement:

Task Group:	Description:	Classification	FTE	TLP
Develop bid documents	Work with line managers to develop needs; Draft bid documents; Coordinate with Procurement in FBO.	Grants & Contracts Officer III	0.5	0.5
		Program Manager	0.3	
Negotiate contracts	Coordinate with Vendors, Procurement (FBO), Prosecuting Attorney and Risk Management to obtain executed contracts.	Grants & Contracts Officer III	0.4	0.4
		Program Manager	0.2	
Contracts database	Maintain current information in database for approximately 200 contracts	Grants & Contracts Officer III	0.1	0.1
		Program Manager	0.1	
Total			1.6	1.0

Management:

Task Group:	Description:	Classification	FTE	TLP
Finance and Administrative Services:	Section Management	Finance and Administrative Services	1.0	

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		Manager		
Online Directory	Coordinate updates and training of department coordinators. Act as project coordinator for Executive.	Communications Specialist II		0.4
Maintaining ITS-FAS web pages.	Prepare and post customer and employee information.	Communications Specialist II		0.2
Administrative support to ITS capital projects staff, and	Project and contract document prep and management.	Communications Specialist II		0.4
Upgrade ITS business tools and processes.	Billing processes documentation. Manage billing project consultant contract. Manage contracts database and project management system projects.	Program Manager III		1.0
Pricing and performance measurement.	Develop and refine cost and pricing of ITS services. Provide input to Service Level Agreements. Develop and present ITS services proposals to County agencies. Develop ITS performance measurements.	Information Systems Project Manager	1.0	
Total			2.0	2.0

Summary:

Group	2003 FTE	2003 TLP
Budget & Financial Planning	2.3	0.0
Human Resources	2.0	0.0
Fiscal Management	8.5	0.7
Administrative Support	1.6	0.3
Procurement	1.6	1.0
Management	2.0	2.0
Total	18.0	4.0

Additions to On-Going Workload:

In the 2001 reorganization that created the Department of Executive Services, Radio Communication Services (RCS) was re-assigned to ITS. In

addition, the County initiated operation of the Institutional Network and created the I-Net Operations fund in 2001.

No FTE staff was added to handle budget development, financial planning and budget monitoring for either RCS or I-Net. Instead, ITS requested a TLT to work out the processes and procedures needed to assimilate both RCS and I-Net into the financial management process of the division and to strengthen the budget monitoring capabilities of the division.

ITS filled this TLT with the individual who had provided financial analysis and support services to the I-Net capital project. As these processes and procedures were put into place, ITS determined that there was a need to staff this function on an on-going basis but could not find a way to absorb this workload into current FTE staffing.

Therefore, ITS submitted a request, which was approved with the proviso stated above, in the 2003 Budget.

Efforts to Reduce Current Workload:

In 2002, staff in the FAS section undertook several efforts to improve customer service and improve efficiency. Some of the more important of these efforts included:

- Training department telecom coordinators to enable them to better manage their telecom services and charges,
- Institute acceptance of electronic job applications (first County agency to do this.),
- Re-instituting detailed monthly billing memos to customers,
- Conducting focus groups with customer agency staff to determine how well ITS is meeting their needs and expectations (results are available on the ITS web site,
- Implementing a consolidated (ARMS and IBIS) monthly financial status report for ITS,
- Implementing a system to enable agencies to print their own directories from the online directory, and
- Publishing the 2003 Budget ITS rates and allocation methods on the ITS web site.

In addition to these on-going efforts carried out by the entire section, staff is engaged in a comprehensive effort to document the process used to bill ITS customers for all the services the division provides. This effort has produced detailed flow charts, verbal descriptions and strength/weakness evaluations for each billing process. This documentation is a primary source of information for the consultant review of ITS billing methods. This review is anticipated to result in a recommendation regarding which of these processes, if any, will it be beneficial to the County to replace or upgrade to a current billing system.

Staff is also conducting the evaluation of the billing components of telemanagement systems. The current telecom billing process is labor-intensive and does not provide easy-to-use information to customers. This effort is expected to produce recommendations to upgrade or replace the system now used, the Telecom Billing System (TBS), which has been in use by the County for nearly twenty years. The marketplace now offers highly automated systems that allow customers' access to billing information that will be more useful.

Other projects include 1) development of a contracts tracking database for use by managers and procurement staff and 2) development of an ITS project management and reporting system.

Relationship to Finance and Business Operations Division (FBOD):

Of the areas described above, many perform a part of a business process that links with another part of the complete process that is performed in FBOD. For example, it is necessary for ITS telecom staff to determine if a payment to say, Graybar Electric, is appropriate and to certify that the amount is correct. The initial input to send a payment is prepared by ITS for input to the central systems administered by FBOD.

ITS maintains a master contract and several statements-of-work (sub-contracts) with IBM for hardware, software and maintenance. ITS-FAS contracts staff must work closely with ITS technical staff, FBOD procurement staff, the PAO and Risk Management to negotiate and finalize agreements like this. It is not possible for FBOD staff to maintain the level of technical expertise ITS needs to get contracts of this type (this is just one example of many) negotiated and approved.

As with the Graybar example, ITS staff must prepare and execute voucher documents to certify that goods and services have been properly received in order to execute payment against the contract. It is not possible for FBOD staff to do this.

Therefore, many of the descriptions and titles used to describe the functions in the Finance and Administrative Services group in ITS are similar to those in the Finance and Business Operations division.

Within the constraints of the County's current business systems and processes, the division of duties between ITS FAS and FBOD reflect the duties and responsibilities of the two divisions: ITS is responsible for the business decisions driving the transaction and FBOD is responsible for providing efficient central systems and County-wide accounting and financial reporting.