ATTACHMENT 3

Electronic Payments Management Plan

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Introduction

The last version of the County's eCommerce Management Plan was completed in September 2004 in response to the County Council's request for a countywide eCommerce Management Plan. The Plan discussed the approach King County would take and in turn, served as the foundation for enterprise-wide eCommerce services.

A key component of the original plan was the development and implementation of an in-house developed payment gateway[1]. In addition, the County Council adopted enabling ordinances, and while the Executive implemented administrative policies and management plans intended to facilitate and support the expanded use of electronic payments by County agencies.

Over 10 years has passed since the last plan update. This version of the plan will be titled the Electronic Payments Management Plan and will focus more narrowly on electronic payments. At the same time the Plan will encompass a broader array of electronic payment options and acknowledge the broad range of agency business needs associated with electronic payments. This plan focuses on the finer details and intricacies of electronic payments as opposed to the broader nature of web-based "eCommerce."

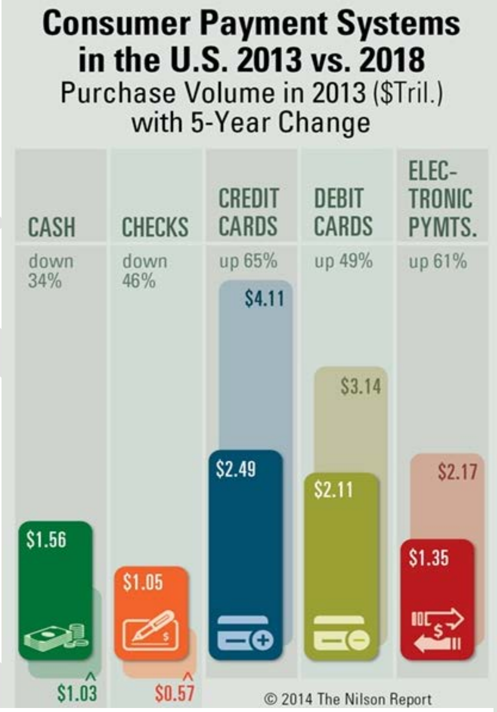

Figure 1

Since the last Plan was published, the electronic payment industry has undergone significant changes in terms of technology and business practices. Notably, there has been a continued shift away from traditional payment methods of cash and checks to a wide range of electronic payment options. Electronic payments by consumers and businesses have continued to grow to the point that electronic payments out pace check payments by a margin of almost 4 to 1, and projections as illustrated in figure 1 show that this growth rate will continue to accelerate in the foreseeable future.

However, implementing electronic payments across the diverse set of products and services provided by the County is not without significant challenges. The original eCommerce Management Plan envisioned an enterprise level policy coupled with a technological approach while granting exceptions on an ad-hoc basis.

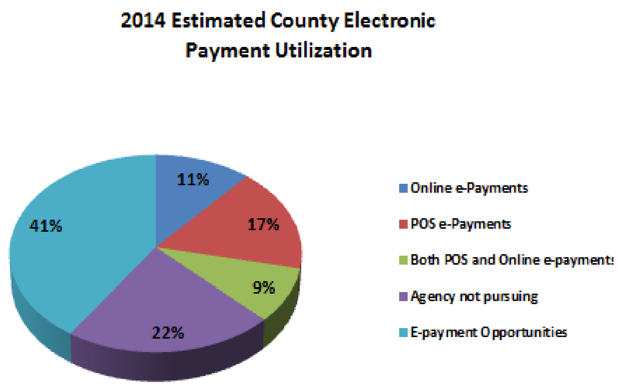

Figure 2

The County has experienced mixed success in leveraging electronic payment options. Implementation of online payments for the County's ORCA card program through a third party vendor, and property taxes through an in-house developed gateway application, stand out as high value successes. Anecdotal feedback indicates significant interest by both customers and departments to use electronic payments for the majority of financial transactions within the County. As Figure 2 indicates, about 37% of County services are currently accepting electronic payments in the form of credit/debit cards. The remaining 63% highlights a significant opportunity for the County to increase electronic payments utilization. Note that agencies expressed an

[1] Also referred to as the "payment engine". This KCIT service also includes development and support of individual web transaction "storefronts" for a number of agencies.

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interest to expand payment options for an additional 41% of services.

Key Points:

The 2004 eCommerce Management Plan provides for “a one-size-fits all” electronic payments policy. Due to significant variations in department and agency needs, optimal solutions need to be based on the potential customer benefits, costs and savings for each program area.

The 2015 Electronic Payments Management Plan proposes a shift in County policy and will define a technical approach to establish electronic payments as the expected payment option for all agencies with the objective to exceed 80% electronic payment utilization across the County by 2020.

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Executive Summary

County customers frequently ask: "Why can't I pay by credit card?"

The intent of the 2015 Electronic Payments Management Plan is to address the aforementioned question by fundamentally changing the manner in which electronic payments are folded into existing payment options for customers. In doing so, this Plan will recommend new approaches to the manner in which electronic payments are viewed and managed. Key outcomes include:

- Making it easier and more convenient for the public and businesses to use credit cards and other electronic payment types to conduct County business (this is the primary objective of the project)
- Developing new electronic payment policies and establishing a management framework which will accommodate the broad range of agency needs for electronic payment implementations
- Providing direct and targeted support to agencies for the analysis, planning and implementation of electronic payments, including the expansion of current payment applications and the development of new payment applications
- Providing an enterprise-level electronic payment solution for County government—to support the County Executive's goal of being the "Best-Run Government"

The Electronic Payments Management Plan vision statement is:

"To expand access to and improve County services through the addition of a range of electronic payment options"

Key Plan recommendations include:

1. Adjust the manner in which the County views and manages electronic payments by making electronic payment services a standard operating expectation for every agency.
2. Establish a flexible policy and management framework to both encourage and support electronic payment services throughout the County.

Electronic Payments Expansion Project

King County engaged Fidelity National Information Services' (FIS) Consulting Services for its financial industry and product expertise to construct actionable and measurable programs tailored to King County, WA. In addition to this Plan, the project findings and consultant deliverables, upon which this Plan is based, include:

1. Industry Trends and Best Practices (**Appendix A**)
2. Agency Review (**Appendix B**)
3. Fee Pricing Model Template (**Appendix C**)
4. Electronic Payments Implementation Project Template (**Appendix D**)
5. Countywide Payment Gateway Analysis (produced by KCIT—**Appendix E**)
6. PCI Data Security Standards (DSS) Overview (**Appendix F**)
7. Pay Methods Overview (**Appendix G**)
8. Solution Overview (**Appendix H**)
9. Chargeback Overview (**Appendix I**)
10. Settlement Models (**Appendix J**)
11. Consultant recommended updates to Policies and Procedures (**Appendix K**)
12. Planning Options and Channels Matrix (**Appendix L**)
13. Electronic Payment Fees Proviso Response (produced by FBOD—**Appendix M**)
14. Analysis of Electronic Payment On-line Architecture Options (**Appendix N**)

Background

Legal Framework

An array of fiscal, policy and practical matters must be considered when adding electronic payment options. Legal considerations, business needs, and technical systems architectures for each program area further complicate issues. Legal policy issues affecting the County's Electronic Payments Program are as follows:

- County and State laws
- County administrative policy
- System and data security
- Fee setting and recovery policy

County and State Laws

State law and County Code dictate how electronic payments can be collected and at what cost. The list below identifies State of Washington statutes i.e. Revised Code of Washington (RCW), that will affect the development of the Electronic Payments Management Program.

- **RCW 9A.56.280; Credit, debit cards, checks, etc. – Definitions:** Provides specific references to nomenclature that will be used throughout other statutes with regards to electronic payments, credit/debit cards.
- **RCW 36.29.190; Acceptance of payment by credit cards, charge cards, and other electronic communications authorized – Costs borne by payer – Exception:** Authorizes County treasurers to accept electronic payments and County legislatures to grant exceptions to costs borne by payer for nontax payments if it serves in the best interest of the district or county.
- **RCW 46.01.235; Payment by credit or debit card:** Authorizes agencies to adopt credit and debit cards for payment of fees and excise taxes to the department and its agents or subagents related to the licensing of drivers, the issuance of identicards, and vehicle and vessel certificates of title and registration and to establish a service fee to be paid by the customer on top of the principal amount to cover the cost of the transaction. Specifically states: In no event may the use of credit or debit cards authorized by this section create a loss of revenue to the state.
- **RCW 36.23.100; Electronic payment of court fees and other financial obligations--Authorized.** Authorizes County Clerks to accept electronic payments for the payment of court-ordered legal financial obligations.
- **RCW 70.58.107; Fees charged by department and local registrars.** Authorizes the County Department of Health to accept electronic payments for the payment of certain services such as certified copies of records; and further specifies fees to be paid to jurisdictional health departments and the state department of health.
- **RCW 19.255.020; Liability of processors, business, and vendors:** Serves to indemnify a processor, business or vendor from the impact and cost of a security breach if a specific set of requirements are met, mainly encryption and PCI compliance; and serves to hold any of the above parties accountable for impact and costs of a breach if referenced requirements are not met.

Both the State RCW and King County Code (KCC) *Title 4A Revenue and Financial Regulation (RFR)* contain similar language and approaches to handling the cost of accepting electronic payments. RCW and KCC RFR initially seek to pass on the cost of electronic payments to the end customer in the form of a service fee. However, RCW and KCC RFR both allow for exceptions to passing on the cost of the transaction to the customer provided that there is no legal prohibition and that the exception is approved by the County Council. Current RCW and KCC RFR allow for one of two pricing models to be implemented: 1) Service Fee where the customer bears cost of payment processing (preferred), and; 2) Agency Absorbed pricing model where the agency bears the cost of payment processing, which must be approved by appropriate authority.

County Administrative Policy

The current County Administrative Policy for Accepting Electronic Payments went into effect on November 7, 2005 with the purpose of establishing a King County Executive policy for County agencies that accept electronic payments for County services using various electronic payment channels such as the internet. This Administrative Policy can be found on the County's website at Administrative Policy – Accepting Electronic Payments; http://www.kingcounty.gov/operations/policies/aep/financeaep/fin85aep.aspx.

Recommendations to revise this policy, based on this Electronic Payments Management Plan, will be forwarded for Executive review early in 2016.

System Data and Security

A host of risk management issues exist pertaining to protecting payments and payment information. While accepting electronic payments can reduce or eliminate some of the risks related to the direct handling of cash and check during transactions, acceptance of electronic payments creates a whole new set of risk management issues. Furthermore the Payment Card Industry (PCI) imposes rigorous technical and management requirements as well.

The PCI Security Standards defined by the PCI Security Standards Council provide a baseline of both technical and operational requirements designed to protect cardholder data. These requirements complement each other and apply to all organizations or merchants regardless of size or number of transactions that accepts, transmits or stores any cardholder data. The Standards also provide guidance for software developers and manufacturers of applications and equipment used in card transactions. Figure 3 provides a high-level overview of the 12 PCI Data Security Standard (DSS) requirements.

PCI Data Security Standard – High Level Overview

Build and Maintain a Secure Network and Systems	**1.** Install and maintain a firewall configuration to protect cardholder data **2.** Do not use vendor-supplied defaults for system passwords and other security parameters
Protect Cardholder Data	**3.** Protect stored cardholder data **4.** Encrypt transmission of cardholder data across open, public networks
Maintain a Vulnerability Management Program	**5.** Protect all systems against malware and regularly update anti-virus software or programs **6.** Develop and maintain secure systems and applications
Implement Strong Access Control Measures	**7.** Restrict access to cardholder data by business need to know **8.** Identify and authenticate access to system components **9.** Restrict physical access to cardholder data
Regularly Monitor and Test Networks	**10.** Track and monitor all access to network resources and cardholder data **11.** Regularly test security systems and processes
Maintain an Information Security Policy	**12.** Maintain a policy that addresses information security for all personnel

Figure 3. PCI DSS requirements

The PCI Security Standards Council provides a testing tool, (made up of the PCI requirements documentation and corresponding security assessment procedures), that is designed for use during PCI DSS compliance assessments as part of an organization's certification process. This information is available at the PCI Security Standards Council website https://www.pcisecuritystandards.org/

It is important to note that use of a third-party, PCI-compliant payment vendor or service provider will not exclude an agency from PCI compliance. Risk exposure and the consequent effort to validate compliance may be reduced, but PCI compliance can never be ignored. The ideal online payment solution is both produced and hosted by a PCI-compliant payment service provider. In a "vendor-hosted service" environment, the technology operates outside the agency's IT environment, removing that portion of the agency's enterprise framework from the scope of PCI DSS, resulting in a simplified annual attestation process.

All organizations bear the burden of proof guaranteeing that their electronic payment solutions, including all solutions provided to them by third party vendors, meet security standards. Therefore the County must request proof of compliance from any third party they engage with for electronic payment solutions.

In addition to PCI, other standards the County should be aware of that effect electronic payments include the Federal Information Security Act of 2002 (FISMA), Open Web Application Security Project (OWASP), Health Insurance Portability and Accountability Act (HIPAA), Capability Maturity Model Integration (CMMI), National Automated Clearing House Association (NACHA), among others.

Fee Setting and Recovery Policy

State RCW and KCC RFR provide specific regulations regarding electronic payment transaction fees to cover on-going transactional costs for electronic payment processing services, and draws a distinction between fees for non-tax and tax electronic payments. In summary:

- State law allows county treasurers, clerks and registrars to accept electronic payments—e.g., credit cards and debit cards—if a payer covers the transaction fees.
- State law prohibits using real tax revenue, such as property taxes, to pay for electronic payment transactions fees. In these cases the cost of the transaction fees must be paid by the customer. Counties cannot exercise discretionary authority to absorb fees for the payment of taxes.
- For most non-tax payments, which are the majority of payments collected by the County, State law allows county councils to grant exceptions allowing agencies to absorb transaction fees when it serves in the best interests of the County.
- There are certain circumstances in which it may be technically permissible to absorb transaction fees, but to do so would require an additional appropriation because the transaction fee(s) cannot be included in the underlying fee schedule. This situation most often occurs when the County is acting as an intermediary in the process of collecting fees for redistribution to other public agencies.
- Per County Code and policy, agencies wishing to absorb transaction fees must first receive King County Council approval.

Payment Types

A Payment Type is an acceptable form of remittance for a given sales transaction, in stated terms. In today's retail environment, this includes:

- Cash
- Check
- Credit card
- Debit cards
- eCheck/ACH
- Mobile payments

Given evolving technology, this list is by no means comprehensive. The latter four payment types fall within commonly known electronic payment methods. Although the County embarked on a program to modernize payment options available to customers beginning in 2002, the predominant payment methods used today by customers (by number of transactions) remain cash and check. The addition of electronic payment methods opens a plethora of options by both enhancing payment options through existing channels, such as counter services, and expanding into new channels such as online and mobile payments.

It is important to note that certain payment methods may not be appropriate or work with every payment channel. **Appendix L** provides a simple analysis of payment channels v. payment methods. Further, Appendix **G** highlights the pros and cons of each electronic payment method.

Payment Channels

A payment channel is the portal or delivery method by which customers' payments are sent to a financial institution. A payment channel can be thought of as the road for making a payment. Traditional payment channels include counter service, mail and drop-box. Electronic payments expand options to include online, kiosk, IVR, mobile, and other options. Examples of available electronic payment channels include:

- **Web:** Website customers can access via a unique and secure URL to make payments online
- **Interactive Voice Response (IVR):** Automated voice prompts guide the customer to making their payment over the phone, similar to refilling a prescription

- **Application Programming Interface (API):** Interfaces directly with a payment gateway for backend processing only
- **Card Present/Point of Sale (POS)**: Standalone, countertop hardware device and Virtual Terminal.
    - POS-Standalone, countertop hardware device.
        - Does not require integration with another application.
        - Ability to print two receipts, one signed receipt retained by County.
        - Supports software integration with ability to use API for authorizations.
    - Utilizes both a swipe card entry as well as chip card entry per Europay MasterCard and Visa (EMV) requirements.
    - Card Present-Virtual Terminal (Card Present Point of Sale).
        - Supports ability for County employee to access web application integrated with card swipe device.
        - Ability to accept both card present transactions as well as phone payments.
        - Can be integrated with front end applications (storefront) to support County employee initiated payments.
        - Supports ability for County to retain customer signature receipt.
- **Mobile:** Electronic payments conducted via a mobile device. Examples of mobile channels include:
        - Mobile Web Payments utilizing Wireless Access Protocol (WAP)
        - Contactless Near Field Communication (NFC)
        - Cloud-based Mobile Payments
        - Premium SMS and MMS Payments
        - Direct Mobile Billing
        - QR Code Payments

Appendix H provides a detailed comparison of available payment channels.

Elements of an Electronic Payment

Whether a payment is made at the counter or online, an electronic payment requires new means to digitize the payment information and transmit the payment to the payment processer. Typically this is accomplished by the addition of a card reader at the counter, or the implementation of a "shopping basket" and payment gateway online.

Closely tied to the capture and transmission of the electronic payments is the payment processer. Due to the wide variety of processor services and options available, in some cases the payment processor, payment gateway and shopping cart services may be combined through one vendor. Overall, individual program and agency requirements will dictate the payment flow process.

A final element of the payment processing will be the daily deposit of receipts to the program's bank merchant account. The County's Treasury is responsible for establishing bank merchant accounts for agencies accepting electronic payments. Reconciliation procedures will vary between agencies based on side-system capabilities and interfaces with Oracle EBS. Figure 4 illustrates this general flow path.

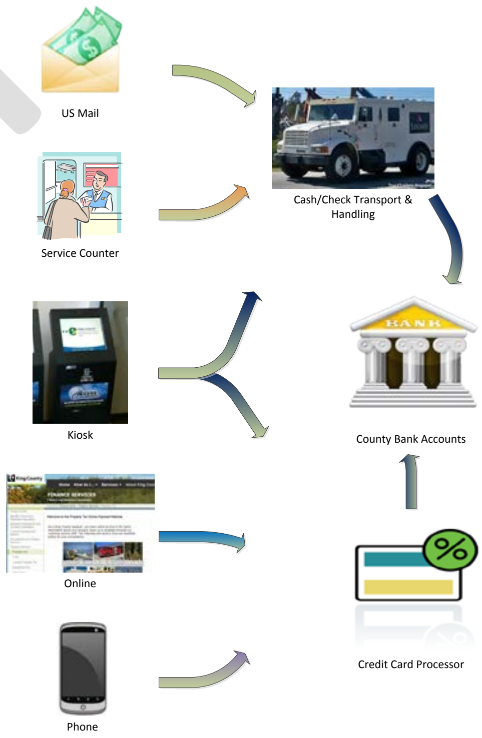

Figure 4.

Transaction Fees

The regulatory environment involving electronic fees is complex and constantly changing. Transaction fees are charged to customers by the merchant when credit/debit cards are used to make a purchase, and are the sum of fees calculated separately by the card-issuing bank, the payment processor, and the credit card network (Visa, MasterCard, Discover, and American Express) to cover processing expenses. A merchant such as King County has the option (as allowed by law and policy) to either absorb the transaction fee as a cost of doing business or adding it to the customer's principal amount, thereby passing on the cost to the customer. To recover the cost of transactions, Federal regulations and Payment Card Industry rules allow government merchants to charge transaction fees subject to one of three models: Service Fee, Convenience Fee, and Surcharge. The following summarizes the three fee pricing models.

- **Service Fee:** An amount passed to the customer to be paid in addition to the principal amount owed. The fee is required to be labeled a "service fee" when the County agency has registered for the Visa Government and Education Program.
- **Convenience Fee:** An amount passed to the customer to be paid in addition to the principal amount owed where the payment does not qualify for the Visa Government and Education Program. (For e.g., Insurance payment or private utility)
- **Surcharge:** An amount passed to the customer to be paid in addition to the principal amount owed where it is clearly stated that the surcharge is to cover the merchant's cost of payment processing. The program is called the Merchant Surcharge Program and only applies to credit cards. Other rules and regulations apply.

There are several key definitions and important factors that come into play when considering accepting electronic payments, including:

- **Interchange Fees:** The fees associated with credit and debit card transactions that are passed to the Merchant of Record. The qualification of the card used will determine how much the interchange is per transaction.
- **ACH Fees:** The fees passed to the Merchant of Record for ACH/eCheck transactions. These fees are typically much lower than card interchange fees.
- **Visa Government and Education Program:** Established by Visa to better support the growing number of payments involving government agencies and universities/colleges. The program allows an agency to assess either a flat fee, fixed fee, OR a variable percentage fee to the customer as part of their payment for both debit and credit cards and in all payment channels. This program pertains to payments specific to Taxes, Fines, Court Costs and Miscellaneous Government Payments not able to be classified elsewhere. The fee for these payments must be classified as a "service fee" and processed as a separate transaction from the principle amount.
- **Merchant Category Codes (MCC):** A four-digit MCC is assigned to every business that applies to accept credit cards by the credit card networks. Originally created to simplify 1099 reporting for commercial cardholders, the number denotes the type of business or service it is in. MCCs are used by credit card networks to categorize, track or restrict certain types of purchases, and may affect the underlying transaction fees. There are specific MCCs designated for government agencies such as King County.
- **Registration Requirements:** Per policies established by credit card networks, a merchant must be registered through the processing entity to be enrolled in certain credit card programs, such as the Visa Government and Education Program, to receive the proper interchange for qualifying transactions. Other programs, such as Surcharging, require a notification to the acquirer.
- **Merchant (of Record):** The organization that is held financially liable by the acquiring bank (i.e. the financial institution that processes the customer's credit and/or debit card payments) for all full and partial returns to the customer's card, as well as any chargebacks.
- **Fee Amount Type:** Depending on the transaction fee model selected, transaction fees charged to customers may either be a fixed amount, or calculated based on a variable percentage of the principle owed. In some cases, the merchant has discretion over which type to use, fixed or variable. However, some programs will place limitations on fee structure and amounts that can be charged for each type of payment.

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Current State – Electronic Payments Environment

Description of Current State

On a regional basis the County's online payments for property taxes likely surpass other jurisdictions in terms of total electronic payment revenues. But unlike many cities in the region, the County does not offer electronic payment options for the majority of services it provides. Further breakdown and details on certain agency's unique requirements and needs can be found in **Appendix B.**

County's Payment Gateway

In 2004, the County completed the development of a payment gateway (also called "payment engine") that is designed to facilitate secure, online payment processing between the County's agency storefronts (a web-based, transaction applications) and the County's designated vendor payment processor. The County's payment gateway's function is to protect credit card details by encrypting sensitive information, including credit card numbers, to ensure that the customer's information is passed securely between the agency's storefront and the payment processor. The payment gateway does not store credit card numbers; it rapidly hands-off this information from the storefront to the payment processor. The payment processor settles payments at the back end of transactions with various banks, which are then posted to the County's Treasury bank accounts. The County Gateway further serves as a single point of integration with other systems such as the County's Oracle EBS Finance System.

Currently 6% of County department and agency services utilize the County's payment gateway to connect Web-based applications to payment processing networks utilizing standardized methods and processes. Another 14% of County department and agency services utilize other, usually vendor provided solutions, as platforms for electronic payment processing. Most of the latter group are using the County approved electronic payment processor.

Presently services at certain agencies are not being considered to accept credit card payments due to a variety of reasons such as low payment volumes, low payment amounts, or use of other payment methods such as interfund transfer. This leaves the majority (58%) with no online electronic payment processing solutions indicated by Figure 5 below. A detailed analysis of the County's payment gateway is included in **Appendix E**.

County agencies currently provide electronic payment options for a number of programs. The actual business requirements and implemented structures vary greatly. Some programs will require a full range of functionality to be provided directly through the vendor's products and services, while others will need only select elements. Examples of the business and technical requirements that impact the County's electronic payment program are listed below.

Business needs affecting the Electronic Payments program includes:

- Program specific policy and legal requirements
- Budget capacity and/or fee changes
- Regional, state or national government services
- Regional comparisons
- Customer preference
- Equitable customer access
- Limited FBOD electronic payment system knowledge and support services
- System change or new implementation and support costs
- Unique department business needs and requirements

Technical requirements affecting the Electronic Payments program include:

- Security Requirements
- Privacy requirements
- Implementation requirement
- System scalability and efficiency
- Communication requirements

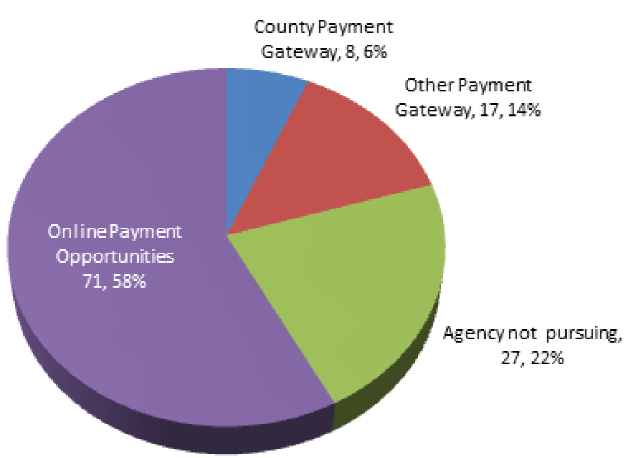

Figure 5. King County 2014 online payment overview

- Unique department technical needs and requirements
- Vendor/application specific requirements

Exceptions to Using County's Designated Payment Gateway

With the rollout of new eCommerce applications in 2004, an Executive policy mandated the use of the County's payment gateway unless the Director of Finance granted an exception. This policy was intended to promote standardization across the County where "all business applications shall use the county's eCommerce payment system to achieve efficiencies, lower costs, common technology, common payment practices and modern security/privacy standards." The Executive policy was silent about the mandated use of a County's designated vendor payment processor.

Since 2004, many agencies have been granted an exception to the payment gateway policy. Currently, there are 8 applications using the County's payment gateway, while 17 others have been granted exceptions to its use. The main reason for granting exceptions is that for both technological and practical reasons it does not make sense to integrate vendor web portals with the County payment gateway. Typically vendor solutions are already architected to include fee calculation and "shopping basket" functionality that exists in the county payment gateway. Furthermore the vendor solutions are designed to integrate directly with electronic payment providers. Requiring integration through the county payment gateway would likely result in additional custom programming time and costs for agencies using vendor provided solutions.

Key Issues and Challenges

Since the eCommerce Management Plan adoption in 2005, opportunities for improvement have emerged. Key issues and challenges include:

- County Electronic Payment Policies
- Future Use and Direction of the County's Payment Gateway
- Regional Partnerships and Collaboration

County Electronic Payment Policies

The implementation of the County's policies for electronic payments must be revised to address the changing needs of County agencies and customers, as well as stay current with evolving PCI standards. Among the County's greatest successes of electronic payments has been the acceptance of online payments for property taxes – the County's single largest electronic payment in terms of dollar value and volume. The County's online payments for property tax payments were successfully implemented under the 2004 Plan. In 2014, the service receipted $197M in credit card and eCheck payments for property taxes, and indications are that 2015 is on track for a double digit increase in the number of credit card and eCheck payments. But while the dollar amount was significant, it represented only 5% of the total 2014 property tax revenues (about $4B). It should be noted that as the principle mechanism favored by banks and mortgage companies, ACH payments also comprise a significant percentage of property tax payments, about 50%. The 45% of payments made by other means nonetheless represents a large opportunity for growth in this area.

In contrast to the online property tax system, the County's tap-to-pay ORCA card program is an example of a regional, multi-jurisdictional system in which the County participates that operates as an approved exception to the practices established by the 2004 Plan. This means ORCA card program operates under exemptions to policies requiring both that transaction fees to be passed on to the customer and the use of the County electronic payment gateway. In 2014 the ORCA card program receipted almost $25M with almost 578,000 transactions.

Interim Management Practices and Plans

In 2014, in prelude to the anticipated adoption of a new Executive Electronic Payments Policy and Management Plan, and in recognition of evolving processes and priorities within the County since 2004—e.g. the need to improve standardization at the back end of the electronic payment process—the Finance Director instituted stricter conditions for approving an Electronic Payment Business Case waiver, including:

- The Finance Director must review RFP specifications prior to RFP advertisement, if applicable
- Vendors should demonstrate flexibility in integrating with County systems, including the County's designated vendor for back end payment processing. The emphasis is to promote positive collaboration between the County and vendors rather than negotiating from a "take it or leave it" position some vendors employ

- Vendors must demonstrate they are certified as being compliant with PCI standards
- Vendors must demonstrate they can interface with the County's financial system of record (i.e. Oracle EBS)

These conditions will be reflected in policy going forward. In addition, this Plan will address the central role played by a proposed Electronic Payments Steering Committee in the processing of agency Electronic Business Cases.

Future Use and Direction of the County's Payment Gateway

There are a number of embedded issues regarding the County's payment gateway, including but not limited to:

- A number of County online services have been developed around the in-house payment engine and related shopping basket functionality. Any modification or replacement of the payment gateway must be evaluated against the potential reduction in PCI risk and the effort required to convert to new systems, including the possible reconfiguration of front end system logic to support shopping basket functionality.
- Limitations associated with the overhead, cost, and time involved with custom integrations required for continued use of the payment gateway by agencies or migration to a vendor's configurable solution. Both cases would require significant one-time investment as well as operating and recurring support costs.
- PCI requirements continue to expand and increase as the number and types of external threats increases. Therefore risk and security management demands will continue to increase for the foreseeable future. Currently King County is categorized as a PCI Level 3 merchant (which processes between 20,000 and 1 million transactions annually), which entails meeting Level 3 merchant PCI compliance requirements. In 2014, County agencies processed more than 900,000 credit and debit card transactions, excluding ORCA and DOL transactions. It is anticipated that King County will soon graduate to a Level 2 merchant (1 to 6 million transactions), resulting in increased security standards and cost to maintain PCI compliance.

Recent County electronic payment transaction data indicates that the preponderance of transactions is for services that have gained an exemption to transaction fee policy. Excluding electronic payments for property taxes, a similar trend is apparent in electronic payment revenues.

Regional Partnerships and Collaboration

The County routinely enters into a variety of regional affiliations and service delivery agreements. In some cases the regional service delivery and fees associated with the service will be receipted and/or processed through systems outside of the County's direct control. These regional systems may require the use of information technology and payment systems other than the County's systems. Some of these regional systems are provided directly by vendors and others through host government agencies.

Examples of external regional systems include:

- ORCA cards (Vital/CyberSource)
- Food Handler Permits (state-wide, Pierce County)
- Vehicle Licenses (state DOL)

There are also cases in which the County serves as the regional IT host and/or service provider:

- KCGIS training and services (planned)
- DES/RALS animal services and pet licensing
- Police contract services

The aforementioned examples are but a few of the myriad of the regional and external services in which the County either participates and/or provides.

Future State – Electronic Payments Environment

Vision for Future State

Electronic Payments Management Plan Vision Statement:

To expand access to, and improve County services through the addition of a range of electronic payment options.

By achieving this vision, King County endeavors to ensure a healthy economy through enhancing the County's economic environment and offering fiscally responsible, quality-driven local and regional services. This Vision closely aligns with the adopted King County Strategic Plan, 2010–2014: "Working Together for One King County" and its guiding principles.

Goals

The Electronic Payments Management Plan assists the County in achieving the following goals as outlined in the County's Strategic Plan:

Economic Growth and Built Environment

- Support a strong, diverse and sustainable economy by saving customers and businesses time and money through streamlining the payments process by offering electronic payments options
- Expand access to services by offering more transaction and payment options
- Continue to evolve electronic policies and management plans as technology and electronic payment options change
- **Equity and Social Justice (ESJ)**[2]: Opens the possibility for new service and payment channels while at the same time recognizing concerns regarding equitable access to services

Environmental Sustainability

- Reduce the County's environmental footprint by eliminating or reducing printed paper forms, invoices and payment channels
- Reduce the need to physically travel to County offices to conduct business
- Reduces vehicle lane miles

Service Excellence

- Improve customer services and experience, and overall satisfaction with King County
- Increase access to King County services, personnel, and information
- Improve the effectiveness and efficiency of County programs, services and systems through the successful implementation of the Electronic Payments Management Plan and rollout of electronic payments across the County

Financial Stewardship

- Provide efficiencies and long-term Return on Investment (ROI) that will keep the cost of doing business down
- Increase the long-term sustainability of County services by providing businesses and residents easy, efficient, and cost effective options to access and pay for County services electronically

[2] King County Equity and Social Justice Initiative

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- Open new ways for the County to offer choices to the public regarding the services the County delivers, the payment for those services, and the funding models in which those services are delivered
- Reduce cash and check handling costs as well as associated risks

Public Engagement

- Electronic Payment solutions, including the implementation channels such as web, mobile etc. improves public awareness of what King County does by:
  - Providing residents and businesses more options to access and pay for those services
  - Empowering people to play a more active role in shaping their future through the information and payment channels available at their fingertips
  - Offering additional methods to expand opportunities for the County to seek input, listen, and respond to residents

Quality Workforce

- Implementing a flexible electronic payment policy and operational enterprise framework to meet departmental business needs across the organization
- Leveraging existing organizational and technology assets
- Providing a consistent, but flexible management policy framework to meet the unique needs of all County agencies and departments
- Implementing innovative and advanced payment technologies that enhance interactions with the public, create workflow efficiencies, and provide an overall better work experience thus improving retention of County employees

Immediate Priorities

- The Electronic Payments Management Plan:
  - Sets standards and expectations for the immediate improvement of customer services through the implementation of County-wide electronic payments solutions
  - Helps to build lasting regional partnerships by allowing them to leverage the County's electronic payments contract and services
  - Expands awareness and opportunity for the public to engage County services which helps stabilize the long-term structural budget problem
  - Builds a culture of performance
  - Empowers the County's workforce in working together as One King County by providing robust, County-wide standard electronic payment solutions including the automation of key processes such as reconciliation, AR, GL and other functions
  - Directly supports the County's priority to implement the King County Strategic Plan through helping the County to achieve the goals of the Strategic Plan as discussed above

Policy Issues, Options, and Recommendations

Within the framework of this Electronic Payment Management Plan, and its successors, FBOD will recommend changes to existing County policy as needed with the intent of standardizing processes where it makes the most sense, reducing the need for exceptions, and enhancing the flexibility for agencies to rapidly develop new payment applications. Overall, this Electronic Payment Management Plan promotes flexibility at the "front end" of the electronic payment process, while recommending countywide standardization of the "back end" of the electronic payment process. Standardizing the back end process of all functions associated with payment data entry and processing to a County designated payment processor would benefit the County by establishing common practices and procedures for settlements, reconciliations, reporting, chargeback handling, and refund issuance procedures.

More specifically county agencies will benefit through an actively managed electronic payment environment, including:

- Clear policy, governance and decision making processes
- Access to knowledgeable resources for technical, business and financial planning and implementation
- Preselected electronic payment provider(s)
- Actively managed risk compliance

PCI Compliance – Risk Mitigation

PCI-SSC (Security Standards Council) recently issued a supplement to the PCI DSS (Data Security Standards) that may impact King County's future PCI Certification. The supplement focuses on creating a Business As Usual (BAU) model that promotes constant oversight of PCI and security throughout the year, not just during recertification. Further, it adds emphasis to incident reporting and management. Industry experts anticipate that these requirements will eventually be incorporated into the PCI standards.

As it stands, the BAU model operates as an "at will" request by any of the 5 major card brands, with a focus on merchants who either process, store, or transmit high volume transactions. As the County works through the PCI Certification process, it is possible any one of the 5 major card brands may require compliance with these supplemental requirements. Going forward, it is in the County's interest to add these supplemental requirements to its certification process in the event they become standard requirements and/or requested by any of the 5 major card brands during certification.

Anticipated future PCI topics will include: Vendor Management, Disaster Recovery (DR), Business Continuity Planning (BCP), and Penetration Testing/Vulnerability Management. **Appendix F** provides additional information regarding the PCI DSS additional supplement.

Recommendation: PCI Compliance – Risk Mitigation
The County should consider obtaining external assistance to conduct the PCI Risk Assessment and Self-Assessment Questionnaire (SAQ), in addition to an overall Security Risk Assessment of the County's electronic payments environment.

Enterprise Technology Standardization

The County's enterprise technology platform which comprises the Electronic Payments Enterprise System should remain flexible on the front end to support each agency's unique and dynamic requirements, while remaining consistent on the back end to ensure efficient and consistent settlement and reconciliation.

Analysis of Enterprise Architecture for Online Electronic Payments

Figure 6 on the following page (from Countywide Payment Gateway Analysis, **Appendix E**) illustrates the current flow of online electronic payments using the County payment gateway. Currently, each agency's storefront application integrates by individually tailored specifications to the County's payment gateway. King County considered a number of options available with regard to implementing a standard electronic payments platform across agencies. The platform requirements will provide guidelines for standard application architecture to ensure that each agency application aligns with the overall vision of the County's plan. Important factors to consider include functionality of the existing architecture, vendor-provided solutions, future support requirements, implementation costs, and PCI Compliance and risk reduction. As part of its analysis of future options, a strong preference was placed on outsourcing that portion of the payment gateway that handles cardholder data to an externally-hosted vendor solution to substantially reduce the County's PCI burden.

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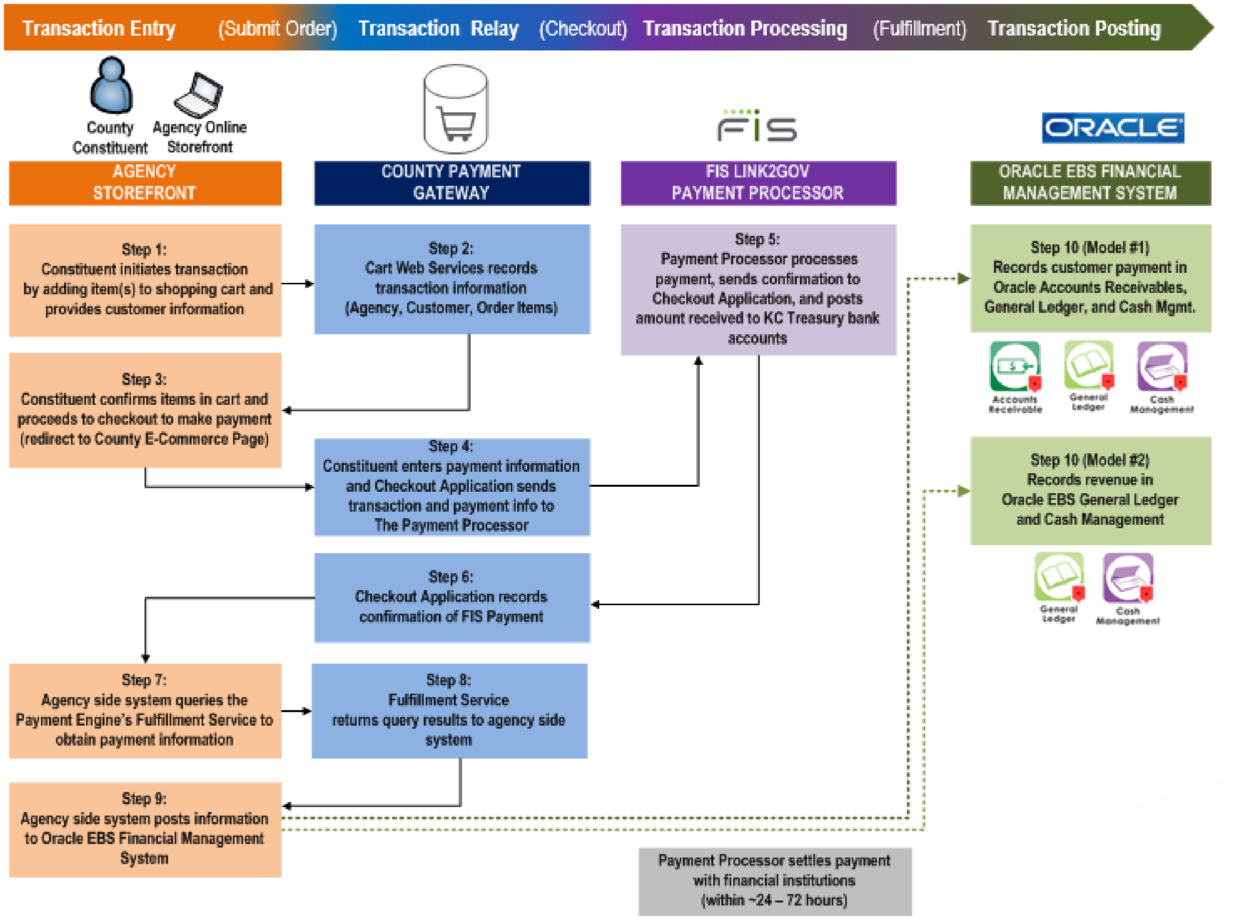
Figure 6. Current Online Payment Flow



The County's analysis considered the following evaluation factors, including alignment with the County's Technology Strategy.

1) **County Consolidated Storefront** – the online storefront; data display to the customer, including account information, payment history, account balances (amount due), County products and services, or customer account information
2) **Vendor Payment Gateway** – customers add items to a shopping cart by selecting the products/services and payment amount; supports payment entry information and secure data transmission to the payment processor
3) **Vendor Payment Processor** – the County's merchant to handle back end payment settlement and payment confirmation (fulfillment)

County Consolidated Storefront & Vendor Payment Gateway (Front End)

The front end of the electronic payment process is the County's face to the Customer – the County's consolidated storefront integrated with a vendor payment gateway must remain flexible enough to support a wide variety of agency needs and requirements while supporting the County's branding and color scheme. Possible scenarios for dynamic storefronts include: externally hosted vendor solution capable of displaying the County and agency's branding/color scheme; a storefront that is developed internally by KCIT or individual agencies that resides on the County's servers; or a specialized piece of software (COTS or SaaS) to handle certain lines of business (for e.g. DNRP Parks facilities scheduling system).

The front end of the payment process, which currently includes the County's existing payment gateway, is important for enterprise standardization. However, County policy should allow for increased flexibility for implementation of non-County storefront and payment gateway applications, reducing the need for most exceptions.

Vendor Payment Processor (Back End)

The use of a standard County designated vendor payment processor to manage all payment entry and processing functions is conducive to consistent operations related to the authorization, settlement and reconciliation of payments across channels and payment applications. If an agency's requirements cannot be met by a standard County-approved application on the front end, such as that developed by County IT resources, the front end vendor selected will be required to utilize the County's designated vendor payment processor to support payment entry and streamlined back end settlement and reconciliation functionality. In rare cases the County may grant exceptions to this requirement.

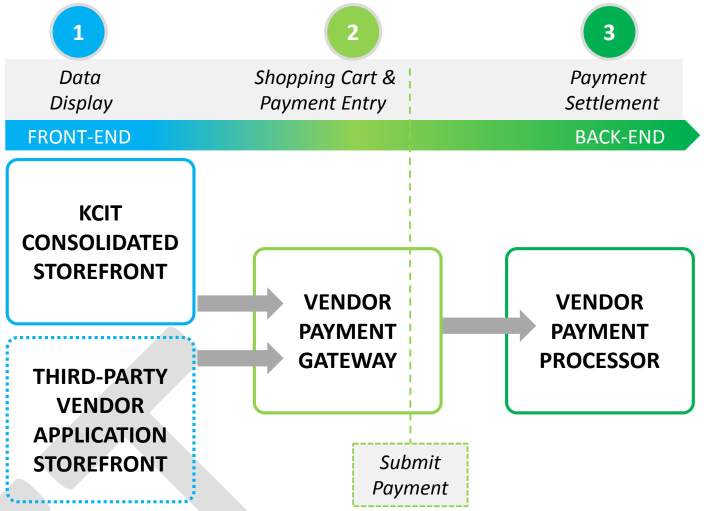


Figure 7. Three components of online payment processing

Figure 7 provides a simple illustration of the secure hand off facilitated by the Vendor Payment Gateway of electronic payment data i.e. cardholder information, between the agency front end storefront application and the back end vendor payment processor in an online environment. This approach significantly reduces the County's PCI risk by eliminating the need to store or transmit cardholder information across the County's network for online electronic payments.

Recommendation: Enterprise Architecture for County Consolidated Storefront & Vendor Payment Gateway

The results of the County's analysis identified **Option E: County Consolidated Storefront & Vendor Payment Gateway,** as the best-fit solution across all evaluation factors, including alignment with the County's Technology Strategy. Conversion timetable of COTS solutions will be determined by each agency or respective project team, as applicable, with a goal of completing migration within two years of vendor selection. These conversions may occur simultaneously with conversions of existing online systems, with the understanding that resource availability will be prioritized for the latter to maximize conversion efficiency.

A description of each option considered (A – F) and additional details on the County's analysis can be found in Appendix N.

Electronic Payment Fee Management Discussion and Principles

Governance and Decision Making for the Electronic Payments Enterprise System

The Executive Policy for Accepting Electronic Payments establishes:

6.1. Acceptance of Electronic Payments

6.1.1. Agencies may accept electronic payments for any business service or purchase of goods pursuant to KCC 4A.601 and RCW 36.29.190.

6.1.2. An agency must receive written approval from the Finance Director, on behalf of the Steering Committee and King County Executive, prior to offering any new electronic or significantly modified payment option to their customers.

6.1.3. An agency that accepts electronic payments must comply with FBOD's electronic payment processing protocol and procedural steps as set forth in these administrative policies. Additional information involving these policies is provided in the Electronic Payments Management Plan.

Agencies which are planning to implement new or expand existing electronic payment services or options must receive approval from the Finance Director prior to implementation of said electronic payment services. Agencies planning to add or expand electronic payment services should submit an Electronic Business Case to the Director for review and action.

Business Cases which do not request exceptions to adopted KCC and Executive Policies will normally be reviewed and acted on by the Director of Finance.

Business Cases which are requesting exceptions to adopted KCC and Executive Policies will normally be reviewed and acted on by the Director of Finance in consultation with the Electronic Payments Steering Committee, KCIT and/or PSB as needed.

Agencies are encouraged to plan for appropriate project planning and implementation timeframes when planning new or expanded electronic payment services. Of particular note would be Business Cases which include exception requests for:

- Absorbing transaction fees – unless there has been prior approval, approval will require Council action
- Use of an electronic payment provider other than the County's approved vendor(s)
- Use of an electronic payment channel or type which is not currently in use by other County agencies

Reconciliation

Settlement reconciliation, invoicing, and financial reporting generated from payments throughout the day-to-day business of the agency can be very complex and difficult to manage. Agencies must not lose sight of or overlook these critical tools and processes when evaluating the capabilities of payment providers since complex and hard to use tools or processes may negatively impact on the financial operations of the agency. The agency should clearly understand the tools offered, the extent of manual labor or automation input required of agency staff, and the solution's ability to reconcile across different sources, as required.

The agency should also investigate common problems experienced during reconciliation and invoicing, and how their payments processor assists with these issues. These problems include:

- Common or repetitive issues:
  - Missing Daily Detail Files (DDF)
  - Improperly formatted DDF files
  - Missing data within DDF files
  - Indexing problems
- Exception Reporting (Cash In)
- Interchange at the transaction level

Settlement

Settlement refers to the process by which each County agency is paid for the transactions being collected in each payment channel. Different settlement models may apply. For example, in one instance the funds are settled by the County's designated payment processor and may be consolidated, in another the funds may be settled by the payment processor (or directly from the card brand) and not be consolidated. In each case the County determines the depository account where the funds are settled to. The funds are credited via an ACH credit entry which contains an associated "descriptor" so the agency can determine where the funds are receipted.

- Vendor Settlement Model: The vendor is labeled as the Merchant of Record and all funds for payments are originally settled to the vendor's account. The vendor may consolidate (recommended) all funds for all payment methods (Amex, DI, VI, MC and ACH) into a single ACH credit entry into the County's designated account(s). Reporting is provided that allows the agency to reconcile against the deposit amounts. This model is recommended to simplify the reconciliation process and promote more efficient settlement (fewer County resources are also required to reconcile payment processing funds).

- Processor Settlement Model: The County agency is labeled as the Merchant of Record and all payment funds are originally settled directed to the designated agency account from different sources. Funds collected from VI, MC and DI are typically consolidated in a single batch and credited to the agency in one ACH credit entry from the payment processor/acquirer. Funds for Amex payments are settled with a separate ACH credit entry directly from Amex and funds from eCheck/ACH payments are settled with yet another ACH credit entry. Typically these ACH credit entries are received on different days resulting in greater difficulty in reconciling against the reporting data.

The Vendor Settlement Model is recommended due to ease and efficiency of reporting. Currently, King County agencies accepting electronic payments using County approved payment vendors, follow this model. For further information regarding the pros and cons of the settlement models noted above, see **Appendix J.**

Chargeback Handling
A "chargeback" or "inquiry" usually occurs when a cardholder does not recognize a charge on their credit card statement. This confusion causes the cardholder to call the card issuer and initiate one of two processes, (1) a RFI (request for information) or, (2) a chargeback (the card issuer reverses the transaction on behalf of the cardholder). A clearly defined and documented chargeback handling procedure is vital to maintaining a high level of customer service and satisfaction. While chargebacks and inquiries tend to rare in the government sector, each agency should have a chargeback procedure in place to ensure a smooth process for both the cardholder and the Merchant.

The County's payment vendors should work closely with the County and each agency as a valued partner throughout the chargeback process, enabling the County and each agency to effectively navigate the proper channels to either win the chargeback claim, or ensure credit is properly issued in the case of an inquiry.

Additional information can be found in **Appendix I, which specifically describes** FIS's chargeback handling process. Chargeback handling processes may vary from one payment processor to another.

Fee Setting and Cost Recovery Principles
Electronic payment fees are governed by a combination of Washington State laws (RCW) and King County Code. Per the RCW, county treasurers are allowed to accept credit cards if a payer covers the transaction fees. For tax related payments, such as the payment of property taxes, transaction fees specifically may not be absorbed. For most non-tax related payments, State law allows county councils to grant exceptions allowing agencies to absorb transaction fees when it serves in the best interests of the county. The King County Code models the State law and is based on the premise that a department or agency will charge a customer for the cost of an electronic payment unless the King County Council has given its approval to absorb these costs.

Current County processes and practices are largely decentralized to the point that no standard business process exists between agencies on determining how to apply electronic payment transaction fees to customer purchases. Establishing standardized business practices should alleviate confusion and guesswork in this area and create less confusion for customers. The transaction fee policy framework described below aligns with current RCW and King County Code, and should provide County and County agencies the flexibility to remain current with the industry's changing environment .

Electronic Payment Fee Setting Framework
Prior to implementing general cost recovery principles for electronic payment transactions, to understand various fee structures and impacts on customers, agencies should first determine which (or possibly more) of the following "fee buckets" apply to their budgetary environment:

1. <u>Legally restricted from absorbing fees.</u> Agencies must follow regulatory codes pertaining to charging electronic payment transaction fees, where they exist. For example, RCW 36.29.190 specifically requires that electronic payment transaction fees be charged to customers for property tax payments. The underlying intent of this law is that taxpayers, not governments, should pay for the convenience of using electronic payment options.

2. Budget constraints prohibit absorbing fees. Agencies operating under a restricted budget have a low risk tolerance for absorbing fees; therefore they must have the flexibility to charge customers the cost of electronic payment transactions. In this case, higher electronic payment transaction volume does not necessarily make absorbing fees any more economically feasible. In fact, it may be easier for an agency with budget constraints to absorb fees in situations with low rather than high payment volumes because lower volumes result in less total transaction costs to absorb.

3. Actual or predicted revenues allows for absorbing fees. Customers who do not have to pay a separate transaction fee are more likely to use or "adopt" electronic payments as their preferred means of payment. This may help sustain current revenue flows or possibly generate increased revenues for agencies. Consequently, agencies generating sufficient electronic payment revenue to absorb electronic payment transaction costs within their budget, or with budgetary flexibility due to other revenue streams, may do so as part of their "cost of doing business." Similarly, agencies that anticipate increased customer demand for services, and therefore increased revenue from offering electronic payment options to customers, may cite this as a reason for absorbing transaction fees. In both circumstances, agencies assume the full impact of absorbing the transaction fees.

4. Pricing structure allows for absorbing fees. Agencies have the option to build in the average transaction cost of electronic payments into an agency's fee or pricing structure for products/services. For certain agencies, having this cost of doing business "pre-electronic loaded" would essentially eliminate the need to charge the customer a transaction fee. There is the added risk, however, that the predicted average transaction cost could change and this may force an agency to temporarily absorb a portion of the costs for the transaction fees until such time that a new pricing structure could be implemented.

5. Regional service. An agency, with appropriate approvals, joins a regional, cooperative, State or Federal Business Application which requires the absorption of service fees for electronic payments. Council approval is required for the absorption of fees.

6. Other considerations for absorbing fees. Other factors that may be cited to absorb transaction fees include promoting customer goodwill or taking into account equity and social justice considerations. In some instances, charging transaction fees may add undue strain to the finances of targeted customer populations that use certain services to a greater degree e.g. public health services. These agencies, with the consent of County decision makers, may make the policy choice to absorb fees so that they can better provide access to services for their targeted customers.

Electronic Payment Fee Cost Recovery Principles

To promote the alignment of fee policy across the County, the general cost recovery principles that should apply to these fee buckets, once established for an agency, are as follows:

1. Agencies should complete an Electronic Payments Business Case Assessment and indicate any exceptions to Washington State laws (RCW) or King County Code regarding fee policies and models that apply to their particular electronic payment application. Certain exceptions must be presented to the Steering Committee for review and approval, for example, if service fees significantly exceed an electronic payment vendor's standard fee pricing model. For agencies requesting to absorb fees, their Business Case assessment will be forwarded to PSB for further review.

2. Agencies should standardize on the "service fee" pricing model. This approach will help agencies to understand the fees that will be absorbed and create alignment of fee policies across all County agencies. In its current form today, the Surcharge Fee will be specifically prohibited. The Convenience Fee may be an alternative to the Service Fee if a product/service is not eligible to use a Service Fee. County services falling outside the Service Fee Model are expected to be minimal.

3. Agencies should have the flexibility to implement payment channels and payment types that will best meet its consumer's needs and drive the adoption of electronic payments.

Electronic Payment Fee Management and Operating Practices

In addition, the following management and operating practices support these cost recovery principles:

1. Agencies shall utilize the County's designated back end vendor payment processer to provide predictable pricing and standard countywide processes for settlements, reconciliations, reporting, chargeback handling, and refund issuance. Exceptions to this requirement should be rare. Exception request must be supported with a compelling Business Case Assessment that justifies a waiver from the standard, and must be presented to the Steering Committee for review and approval.

2. As part of an agency's planning process for a new electronic payment application, the agency must complete and submit an Electronic Payments Business Case Assessment to FBOD. The purpose of the assessment is to ensure agencies have a clear understanding of all implementation requirements, including an understanding of PCI compliance standards and an understanding of the assumptions, estimates, support requirements and risks associated with the payment channel and fee model.

3. Agencies that accept a POS payment should keep a signed receipt from the customer; this will help to protect an agency from incurring added costs involving chargebacks.

4. For any customer facing website that allows for online electronic payments, customers should not be able to make a payment unless they agree to the County's standard terms and conditions. This is considered a best practice for any retail business or government.

5. The County's selected vendor for processing electronic payments should have the capability to:
   a. Periodically assess the reasonableness of transaction fees for agencies absorbing or not absorbing fees.
   b. Assist agencies with analyzing and developing fee models, both for utilizing service fees and absorbing fees.
   c. Make recommendations that could make electronic payment processes less costly and more efficient.

   Appendix C illustrates a sample pricing schedule provided by electronic payment vendors.

6. FBOD, KCIT and agencies utilizing electronic payments must keep pace with evolving legal, industry requirements and security threats.

Electronic Payment Fee Policy – Procedures for Granting Exceptions

There are two types of exceptions granted under the County's current electronic payments policies. The first exception occurs when an agency is requesting to absorb fees rather than pass them on to a customer. This exception requires Council approval. The second exception occurs when an agency proposed the use of an electronic payment provider other the County's prescribed Electronic Payments provider. Exception requests will be reviewed and acted on by the Finance Director in consultation with the Electronic Payments Steering Committee, KCIT and/or PSB.

Exceptions to Service Fee Model (Absorbing Fees)

Consistent with current County Code and policies, an agency wishing to absorb fees must make a case for this approach as part of a Business Case Assessment. Hereafter, the following evaluation criteria to grant exceptions to County fee policy and procedures will be established:

- The agency has average transaction amounts that are very low and adding on a fee would likely be a major barrier for customer adoption.
- The agency can demonstrate strong customer adoption rates by absorbing fees, with increasing payments generating revenues or reducing administrative costs that more than offset the cost of absorbing fees.
- The agency has a pricing structure for its products/services and the prices will be set to recover the costs of an electronic transaction.
- The agency is influenced strongly by Equity and Social Justice Considerations due to the population demographic that the agency predominantly serves.
- An agency, with appropriate approvals, joins a regional, cooperative, State or Federal Business Application which requires the absorption of electronic payment transaction fees. Council approval is required for the absorption of fees.
- The agency has a Council adopted budget that includes the cost of absorbing fees.

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The current County policy states that *"no agency may absorb the cost of transaction fees without written consent of the King County Council*." The Code further outlines the following process for approving the absorption of transaction fees:

> *"If the budget office agrees that absorbing the transaction costs serves the best interests of the county, and if the finance and business operations division confirms that the proposal meets its electronic payment processing protocol, the executive may transmit an appropriation request to the council. The transmittal package must include the department or agency business analysis on which the original request is based. The council encourages submittal of the electronic payment appropriation requests as part of the annual budget."*

Historically, County agencies wishing to absorb fees have received approval from the Council via the adoption of the budget. FBOD compiles a list of agencies that are planning to absorb fees during the upcoming budget cycle. PSB ensures that agencies have sufficient budget appropriation to allow for the absorption of fees. Adoption of the budget signals the Council's approval of each agency's request. The "business analysis" required by Code is reported through submission of a Business Case Assessment to FBOD.

With the County's move to a biennial budget, this may pose a challenge for some agencies that may make a request to absorb fees and then have to wait an extended time period for Council adoption of the budget. There is the opportunity for an agency to receive approval earlier than a two year cycle by submitting a request as part of an annual omnibus supplemental appropriation or as part of a separate supplemental budget appropriation request.

Currently, with Council approval in the 2015-2016 biennial budget, the following agencies absorb the cost of transaction fees for electronic payments:

- DES Records and Licensing Services (pet licensing, pet donations, pet adoption)
- District Court (court fines and fees)
- DNRP Parks and Recreation (equipment and facility rentals, class registration)
- DNRP Solid Waste Division (trash disposal fees)
- DNRP (wastewater capacity charges)
- DOT Marine Division (foot ferry fares)
- DOT Metro Transit (bus and rail services)
- DPER (permits)
- Public Health Dept. Environmental Health (clinic fees and permits)

Table 1 below provides a summary listing of transaction fees by agency as of the writing of this Plan. Additional information on the subject of electronic payment fees can be found in **Appendix M.**

Table 1. Electronic Payment Transaction Fee Environment in King County

Dept. or Agency	Division/ Section	Program	Payment Type	Transaction Fees	Justification
DAJD	Adult and Juvenile Detention	Adult Inmate Accounts	Online	Service	Independent vendor operation, no impact on DAJD budget
DES	Finance and Business Operations	Property Taxes	POS/Online	Service	Required per RCW 36.29.190
DES	Records and Licensing Services	Pet Animal shelter donations	Online	Absorb	Encourage donations
DES	Records and Licensing Services	Shelter Services	POS	Absorb	Encourage use of electronic payments
DES	Records and Licensing Services	Pet Licenses	Online	Service	Considered an operating expense
DES	Records and	Pet Adoption fees	Online	Absorb	Encourage use of electronic

Dept. or Agency	Division/ Section	Program	Payment Type	Transaction Fees	Justification
	Licensing Services				payments
DES	Records and Licensing Services	For-hire vehicle licenses	POS	Service	Consistency with charges for other vehicle licenses
DES	Records and Licensing Services	Vehicle/boat licenses	POS	Service	State operated system
DJA	DJA	Filing Fees	Online	Service	Budget constraints
DJA	DJA	Filing Fees	POS	Service	Budget constraints
DNRP	Wastewater Treatment	Capacity Charges	Online	Absorb	Transaction volume offsets cost
DNRP	Parks and Recreation	Facility Rentals & Classes; parking	POS	Absorb	Customer goodwill
DNRP	Solid Waste	Transfer station fees	POS	Absorb	Transaction volume offsets cost
DOT	Metro Transit	Transit Pass Sales ORCA	POS/Online	Absorb	Transaction volume offsets cost
DOT	Marine Division	Water Taxi Fares ORCA	POS	Absorb	Transaction volume offsets cost
DPER	Development Services ***(pending)***	Construction permits	Online	Absorb	Built into fees charged for services
DOT	Fleet ***(pending)***	Vehicle maintenance services	POS	Service	Considered a customer expense
KCDC	District Court	Fines and fees	POS	Absorb	Agency policy
KCDC	District Court	Fines and fees	Online/IVR	Service	Budget constraints
KCE	Elections	Candidate filing fees	Online	Service	Considered a customer expense
KCIT	GIS ***(pending)***	Class Registrations	Online	Service	Considered a customer expense
PHSKC	Public Health Centers	Clinic fees	POS	Absorb	Customer goodwill
PHSKC	MEO/Vital Statistics	Birth and Death Certificates	Online	Service	Budget constraints
PHSKC	Environmental Health	Environmental health permits	POS/Online	Absorb	Customer goodwill
Superior Court	Family and Juvenile Court	Various court fees	POS	Service	Budget constraints

Terms and Conditions

Terms and Conditions should be posted in visible locations at the Point of Sale, as well as incorporated into other Payment Channels that customers use to make electronic payments to the County (i.e. website). FBOD will develop standard Terms and Conditions for display, including verbiage regarding the Electronic Payment Authorization, Fees, and Refund policy that the County and its agencies have implemented on each of the Payment Channels. Sample verbiage includes:

- **Authorization:** You agree that the information you entered is accurate including account holder name, account number, billing address, etc. You agree that you are an authorized signer for the account number you enter. You agree to comply with terms of your account at your financial institution.
- **Service Fees:** The convenience collected is charged by FIS. (CHOOSE ONE) The fee will be added to the payment and show on your statement as a single transactions. The fee will show on your statement as a separate transaction.
- **Refund:** The Refund policy is _____. Please contact _____ at ____ with any questions. For any questions about this transaction, please contact ___.

The following are best practices and common business rules should be adhered to when displaying or incorporating Terms and Conditions into payment channels:

- The Terms and Conditions shall be displayed to the end user prior to making payment.
- The end user must accept the Terms and Conditions to make a payment.
- If the end user selects the Agree checkbox and clicks Continue, the end user is directed to Payment Confirmation.
- If the end user clicks the Cancel button, the user is directed to http://www.kingcounty.gov/

Privacy and Security Policy

County agencies should post and providing access to Privacy and Security Policy information for electronic payments at Point of Sale, or via a link to online documentation, which can be made available through the County's payment web channels.

Recommended items to post or provide with the County's Privacy and Security Policy statement include:

- The County, Agency and Site are Subject to Public Records Laws and Other Legal Requirements
- Personally identifiable information (such as name, address, email, credit card number, etc.) transmitted and stored for electronic payment transactions.
    - The County and Agency have taken reasonable precautions to protect such information from disclosure, loss, misuse, or alteration.
- Use of Personally Identifiable Information is only for processing transactions and as otherwise permitted by applicable laws, rules and regulations.
- The County does not share Personally Identifiable Information with Third Parties
- The use of Cookies for session integrity and not for marketing or other purposes.
- Third Party Websites or Links to Other Sites are not covered by this Privacy & Security Policy

Enterprise Governance Structure

Electronic Payments Steering Committee

A Electronic Payments Steering Committee ("Steering Committee") will be established composed of representatives from strategic divisions and agencies as determined by the County. The Finance Director will nominate members to the committee. Steering Committee responsibilities include:

- Recommend changes to County policy or code relating to accepting electronic payments, as needed.
- Review and approve all Business Case Assessments requesting implementation of new or significantly modified (already in place) electronic payment applications.
- Review and approve all agency requested exceptions to the use of County's Electronic Payments Enterprise System, particularly the use of non-County approved payment vendor(s).
- Conduct an annual review of the County's PCI compliance status.
- Conduct an annual review of the countywide electronic payment transaction fee rate structure used by vendor(s) servicing County agencies and determine opportunities to optimize cost; provide recommendations, as needed, to PSB relating to County fee recovery policy.
- Conduct a periodic review of the KCIT service level agreement associated with electronic payments, especially the consolidated storefront functionality. Periodically review data analytics illustrative of electronic payment trends and practices, such as transaction volume and revenue.

Stewardship of the County's Electronic Payments Enterprise System falls under FBOD and the County Electronic Payments Coordinator. The Electronic Payments Coordinator is the principle liaison and facilitator for matters pertaining to County electronic payments policies, implementation processes, and requirements such as the Electronic Payments Business Case Assessment.

The Steering Committee shall meet regularly, for e.g. monthly or quarterly. Agencies desiring to present their electronic payment business solution proposal may be required to attend. The committee may require additional information to address concerns prior to approving the proposal. In these instances, agencies will coordinate with FBOD to meet requirements.

Electronic Payments Business Case Assessment and standards documentation

The purpose of the Electronic Payments Business Case Assessment is to both gauge an agency's preparedness to accept electronic payments and to evaluate the proposed electronic payment solution. The assessment is envisioned as the starting point for a deeper evaluation of the agency's specific requirements, if needed. The assessment should serve as a primary artifact in the project implementation process. The information gathered will also provide insight and direction for decision-makers to either move the project forward or temporarily place it on hold until critical requirements are met.

The Electronic Payments Business Case Assessment template is the responsibility of FBOD and will be published separately..

Electronic Payment Enterprise System Ordinances, Policies, and Adopted Plans

Sample language for King County's electronic payments policy can be found in **Appendix K**.

The role of key participants in the Electronic Payments Enterprise System are:

- The Steering Committee exercises approval authority over policy and procedural matters
- FBOD and the County Electronic Payments Coordinator retain overall program stewardship for system operations and compliance
- Agencies are encouraged to innovate, improve and enhance processes to benefit the County and its residents, and, as needed, submit Business Cases as outlined in this Plan.

The Steering Committee shall recommend the adoption of a set of guidelines for departments to follow when implementing or changing their electronic payment solutions. These guidelines include County Code, County policy, standard operating procedures, and requirements for the development, configuration, and implementation or migration of payment solutions. The Finance Director will enforce the adopted guidelines, which will promote standardization and best practices across the County's Electronic Payments Enterprise System with a goal of providing a consistent customer experience across all payment channels at all agencies that offer electronic payment options. Under certain circumstance as delineated in this Plan and County policy, the Steering Committee will also review requests for exceptions to County policy.

Special Districts and Unincorporated Areas

A potential opportunity exists for the County's special districts and other unincorporated areas. The County should allow these special district areas to "piggy-back" off the Electronic Payments Management Plan and any associated contracts awarded as a result of a competitive RFP process. The would allow the County to extend its electronic payment services to a customer base that may not have access to such a system without the County acting a fiscal agent and service provider to these areas. In these cases the Steering Committee's oversight will be limited to an advisory role.

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Implementation Overview

Due to the wide-ranging implications associated with the implementation of County Policy and this Electronic Payments Management Plan, in concert with executing a contract with a new electronic payments vendor, successful accomplishment will require the rollout of various electronic payment projects overtime. This Implementation Overview encapsulates the issues, options and preliminary timing for implementing various elements of the Plan.

In general, Plan implementation can be categorized as either installation of: 1) new electronic payment applications or systems; or, 2) conversion of existing electronic payment applications or systems. While the ultimate goal of this Plan is to grow utilization of electronic payments by County customers by offering new services, emphasis must also be placed on ensuring high quality and uninterrupted operation of existing services during conversion. What follows in this Implementation Overview touches upon these elements as follows:

New Electronic Payment Applications or Systems: FBOD, in conjunction with KCIT and PSB, is now applying the principles and policies set forth in this Plan to all planned projects involving electronic payments. The result of the planning work is to ensure that:

- New vendor solutions will be able to integrate with the County's preferred electronic payment vendor or that the planned project has secured approval for Policy exceptions by the Electronic Payments Steering Committee
- Solutions meet County PCI and security standards
- Agencies planning to absorb transactions fees have secured Council approval

Actual implementations of new electronic payment applications and systems are subject to the current policies. In general all recent electronic payment projects have been limited to POS implementations.

Conversion of existing electronic payment applications or systems: As previously noted, the Electronic Payments Expansion Project has developed a roadmap for the County hosted storefront and payment gateway applications. The exact project timetable is still being determined, though a tentative roadmap is provided later in this Plan. It is understood that the redevelopment of this system must be implemented in a manner that is seamless to customers and minimizes operational impacts.

Other agency web-based solutions (for e.g. Parks facilities registration system) will be required to convert to the County approved electronic payments vendor or seek an exception through the Electronic Payments Steering Committee. Conversion time tables will be negotiated on a case-by-case basis.

Conversion of POS, IVR and Kiosk electronic payment solutions will be planned on a case-by-case basis.

Rollout Plan for moving toward the vision

Payments Analysis

Each agency should begin the process by mapping the use of cash and electronic payments throughout their existing operations and programs, to help evaluate which electronic payment options may be used to replace payment streams currently using cash or to identify potential opportunities to enhance or consolidate existing electronic payment solutions. Findings should identify specific areas of concern, such as pain points, bottlenecks, or other inefficiencies that the Agency can address by selecting an alternative payment method. Undertaking a payments analysis may require input from different agencies, including finance and KCIT. FBOD and the Steering Committee will assist agencies with this analysis, as needed.

Adjusting Standard Operating Procedures (SOPs) and process refinement

The agency, and its departments, will need to devote staff resources and time to analyze systems, processes, and current payment SOPs. Mapping the existing payment process will identify the changes required when implementing new payment solutions. Payment process mapping should uncover key issues such as touch points, assignment of responsibilities, process times, and financial controls. The analysis may also identify opportunities to streamline processes and highlight the potential benefits of electronic payments.

Implementation Planning

Each electronic payment solution rollout should be guided by a detailed implementation plan that lays out each step of the project, identifies key milestones, assigns responsibilities, sets deadlines, establishes metrics to measure and monitor progress, creates contingency procedures, and develops feedback loops. Figure 8 provides an overview of key milestones and documentation for the implementation of County electronic payment solutions.

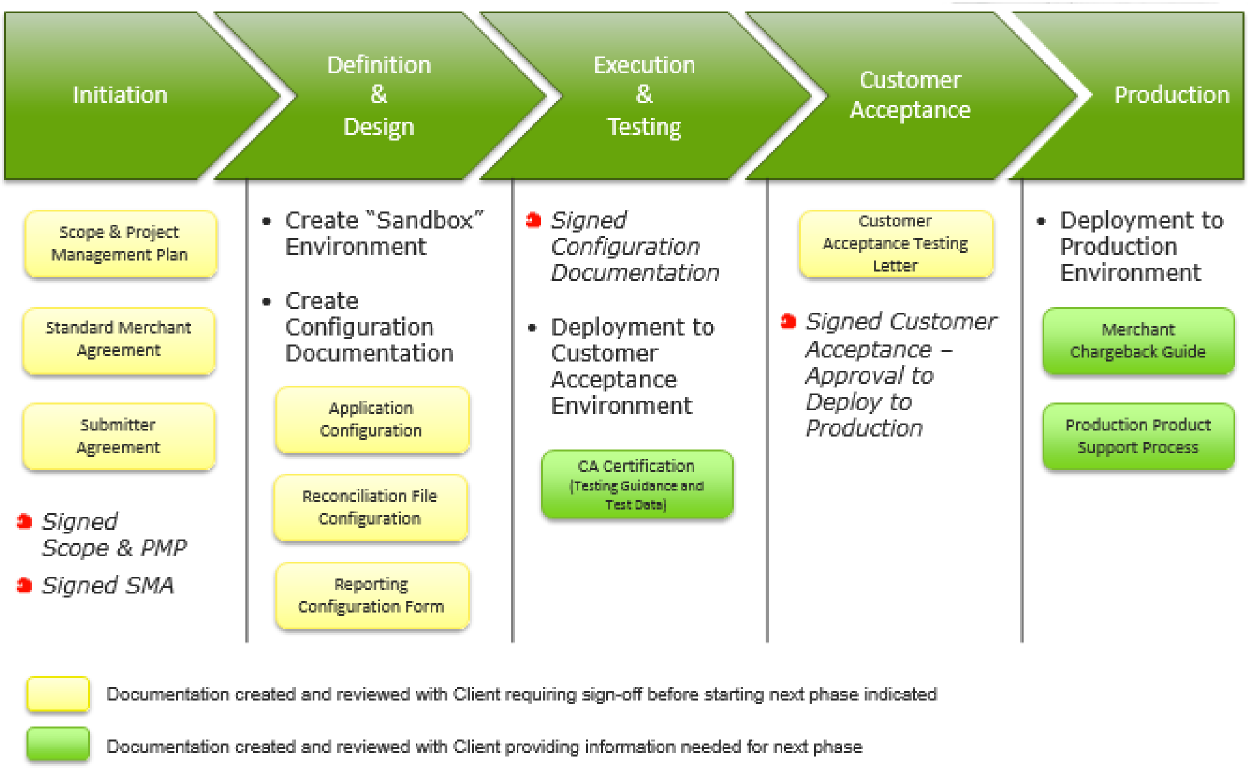

Figure 8. Implementation milestones and documentation

Appendix D provides a sample Implementation Project template, and further highlights the implementation materials that vendors the County engages for Electronic Payments products and services, should provide to help the agency effectively manage the implementation of their electronic payment solutions.

Electronic Payments Toolkit

FBOD will develop and maintain a toolkit that aggregates information related to the County's electronic payment services. It will serve as an information sharing forum for agencies across the County. Contents may include:

- Electronic Payments Business Case Assessment template
- Agency best practices and training materials
- Important bulletins e.g. vendor and FBOD
- Lessons learned from previous electronic payment projects
- Other materials related to the Electronic Payments Enterprise System.

Among its uses, agency staff may use this toolkit to gain background knowledge to help guide negotiations with service providers, and gain insight into the implementation and change management processes. FBOD will maintain the toolkit document repository in one central location, for e.g. in a SharePoint site accessible to all County agencies .

Training

Staff members of each agency involved in the processing electronic payments play key roles in ensuring that payments are delivered and received by customers. Therefore it is incumbent upon each agency to clearly define roles and responsibilities for the administration of their electronic payments program. Training materials shall be developed internally, and must ensure that agency staff understands the basics of electronic payments and the specific products offered. (Note: the payment processing vendor should provide staff training resources upon request). Expertise in organizational electronic payment protocols will make each staff member an ambassador of the Electronic Payments Enterprise System, and help identify potential problems or challenges during program rollout.

As part of highlighting "best practices" and standardizing procedures, FBOD may collect training materials from agencies and make these available to other agencies as part of the toolkit discussed above.

Public Adoption

It is crucial to design the electronic payments enterprise system with the customers' perspective and capabilities in mind. Market research on customer behavior, as well as the establishment of a feedback mechanism, will help increase public adoption once new electronic payments solutions are in place. The solution provider should be a key partner in providing marketing resources and outreach programs designed to expand the adoption of electronic payments. Training programs should address key issues that prevent customers from using electronic payments regularly, so that programs can be designed to build customer trust and confidence in the system, including addressing concerns related to consumer protection and data privacy. Lastly, the electronic payment vendor should provide all relevant user guides and materials that describe product features which can be adapted to reflect specific agency needs.

Phased Approach

In the initial project phase, a phased implementation approach will be used to prioritize payment channels that meet the broadest requirements for electronic payments across the County and agencies. Building on this foundation, the County will then expand the electronic payments enterprise system to focus on individual agency needs and requirements, and more specialized payment channels to meet those needs and requirements.

- **Web Payments** - Establishing a web presence across various County agencies to accept electronic payments quickly provides electronic payment options to a large segment of customers. Web Payments for services requiring basic front end business logic are typically the easiest, least expensive channel to implement. When combined with dynamic rendering of web pages for mobile devices, customers gain the flexibility to pay bills for County services anytime, anywhere on their phones, tablets and computers. More complex business logic, however, as found in many County applications, may entail lengthier development periods and higher cost to implement.
- **Point of Sale (POS)** - POS for walk-in payments at agency locations also offered high impact benefits to the County and should be consider for early implementation . Today customers expect the convenience of paying with credit or debit cards at the counter. Due to the hardware required, the POS payment channel may be more costly than web implementation. However, by accepting electronic payments at the Point of Sale, cost savings will be realized by reduced processing of cash and paper checks and by automating the reconciliation process.

  Based on industry experience, FIS estimates an average cost savings of $0.40-$0.50 for each manual transaction converted to an electronic payment method. In 2014, County agencies handled in excess of 2 million cash and check transactions. Using this benchmark, even a modest conversion of 20% to electronic payments produces a potential cost savings of up to $200,000 per year. With this Plan's stated goal of 80% electronic payment utilization by 2020, the cost savings produced can be significant.
- **Interactive Voice Response (IVR)** – Lower in priority relative to POS and Web Payments, the benefits of IVR payments are generally marginal compared to Web or POS. Transaction volumes tend to be substantially less than these. IVR does offer convenience for customers who do not have a computer at home or are unable to physically visit a County agency location. Nonetheless the use of a phone's keypad to enter payment information to process the transaction makes this a cumbersome transaction.

Future Program Phases

Future program phases may include payment channels such as agent-assisted, a cashiering system, and other, more complex payment channels that meet more specific and complicated requirements of individual agencies and the County as a whole.

Vendor Solutions

Some vendor solutions may be architected and/or licensed in a manner that requires the use of a prescribed set of electronic payment options and services i.e. the electronic payment application is "bundled" with the vendor's proposed system. In some cases significant business and customer service requirements may require the use of such an integrated service model. These situations will require individual evaluation and exception approvals.

Examples in King County of information technology and electronic payment solutions which include integrated payment solutions are:

- DAJD Adult Inmate Account management system provided by AccessCorrections
- Public Health online vital records system provided by VitalCheck
- KCIT GIS class registration system (SaaS)
- DNRP Parks class registration system

Customer Support

Capabilities to interact with customers at multiple levels is a critical component of a solid support structure. Each level should have distinct roles and responsibilities, and staffed by representatives with extensive working knowledge in both payment processing and the product line they support to best assist you and your customers throughout the life of the relationship.

End-user support is the County's responsibility and/or the agency offering the electronic payments service, unless the County and/or agency has a specific contract agreement for end-user support with the payment processor or other vendor supporting the County's Electronic Payments Enterprise System. This includes, but is not limited to, call center support for answering questions related to the electronic payment services, terms and conditions, privacy and security information, etc.

The following minimum levels of support are recommended:

- Dedicated agency relationship resource for all business related matters. This resource assists with inquiries relating to invoicing, contractual items, pricing, and requests for additional products and services or changes to existing solutions. This resource should also be available as a point of escalation for support related items. Finally, this resource should monitor usage, processing volumes, service levels, and any issues that may be reported.
- Agency support resources that work closely with the agency and its dedicated relationship manager to address any product, technical, or service related issues or questions that may arise
- Customer support resources that provide ongoing support to the agency's customers. This may include payment verification, questions during the payment process, etc.

A top quality support program should include the following:

- 24/7 availability
- Multi-lingual (if needed)
- A documented streamlined escalation process
- Production support outside of normal business hours
- Negotiated Service Level Agreements (SLAs)
- Single point of contact service – covering all aspects of the system, from payment inquiries to hardware troubleshooting

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Timeline and Milestones

Extensive interviews and discussion with County agencies revealed numerous opportunities to expand electronic payment services countywide. Table 2 summarizes these current and future opportunities, and includes applications currently being installed under existing policies. Due to the tremendous response, a phased approach will be necessary to accommodate County resources and respective department and IT readiness. The rollout timeline should be flexible to ensure a quality product is delivered and not rushed to market. Example criteria to be considered for prioritization of rollout plan may include:

- an agency's readiness
- expected transaction volumes
- cost and difficulty to implement suggested solution, and
- existing solutions already available to respective agencies

Applications in progress	Current expansion opportunities or anticipated migrations	Future opportunities
• DPER permits (online)	• Treasury – eTax	• Central Accounts Receivables
• DOT Fleet (POS)	• Employee Giving	• DOT Transit (ORCA)
• DNRP Parks registration system replacement (online & POS)	• RALS-Records & Licensing software application replacement	• DOT Vanpool
• RALS Archives (POS)	• DNRP WTD Capacity online	• DOT Marine Division
• RALS Pet Services (POS)	• RALS RASKC – ePets	• Facilities / RES
• District Court UCMS project (online and POS)	• DJA SCOMIS project – eFile	• Sheriff's
• KCGIS registration system (SaaS online)	• DPER permits (POS)	• Risk Management
	• Public Health Clinics	• WA St Boundary Review Board
	• Public Health MEO	• Elections POS
	• Public Health/Environmental Health	• Facilities / RES
	• Solid Waste Paradigm system upgrade (POS)	• Superior Court

Table 2. Electronic Payment Opportunities

Figure 9 below encapsulates a general timeline for the activities and milestones discussed above. It is important to note that these time periods are tentative, particularly for the phased rollout of new services. For e.g., exact timelines for conversions must be developed with input from the new electronic payments vendor after a contract is awarded. Also, availability of County resources may affect the development pace and timing of the County Consolidated Storefront.

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Activity / Tasks	2015	2016				2017				2018
	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
Finalize ePayments Gateway Strategy	■									
Write & Advertise RFP	■	■								
Award & Negotiate Contract			■	■						
Establish "Interim" ePayments Steering Committee	■									
Establish Formal ePayments Steering Committee		■								
Prepare County Electronic Payments Toolkit		■								
Prepare Updates to County Policy	■									
Send Updates to County Policy for Executive approval		■								
Develop/prioritize Agency Phased Rollout Plan				■	■					
Communicate Policy & Phased Rollout Plan				■	■					
KCIT Develop County Consolidated Storefront		■	■	■	■					
Rollout Conversions—existing POS				■	■	■				
Rollout Conversions—existing County payment gateway solutions					■	■	■	■		
Rollout Conversions—existing vendor storefront solutions						■	■	■	■	
Implementation new applications, all channels								■	■	■

Figure 9. Projected Timeline

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Rollout conversions of both POS and existing County payment gateway solutions—specifically meaning those applications using the County payment gateway—involve those agencies using the current electronic payment vendors, Bank of America and FIS. Rollout conversions of existing vendor storefront solutions include, but are not limited to, those software systems anticipated to be employed by the following projects (all currently in progress):

- Records and Licensing software application replacement project;
- Department of Judicial Administration's Superior Count Management Information System replacement;
- Parks facilities scheduling system replacement; and
- District Court unified case management.

Conversion of POS systems are scheduled first due to the relative ease and speed of replacing POS systems. Conversions of existing County payment gateway solutions are scheduled to occur after initiating POS conversions, acknowledging the added complexity of replacing online systems as well as the need for KCIT to first complete the development of the Consolidated Storefront. At the completion of Consolidated Storefront development, all existing County payment gateway solutions will migrate in succession to the new platform as determined by complexity and agency readiness.

The conversion timetable of vendor storefront solutions will be determined by each agency or respective project team, as applicable, with a goal of completing migration within two years of selecting the new vendor payment processor. These conversions may occur simultaneously with conversions of County payment gateway solutions, with the understanding that resource availability will be prioritized for the latter to maximize conversion efficiency.

Implementation of new applications for agencies seeking to expand their channels, or agencies offering electronic payment options for the first time, may be accomplished at any time, though subject to availability of County and vendor resources. As the timeline indicates, priority scheduling will be given to agencies undergoing conversion from service providers of existing contracts.

Program Metrics

The following metrics are proposed as a measure of overall program progress, effectiveness, and success:

- Increase in the number services accepting credit card/debit card/eCheck payments
- Increase in the number of agencies accepting credit card/debit card/eCheck payments
- Annual growth in electronic payment volume
- Increase in the proportion of customer transactions paid electronically (credit/debit cards, eChecks) vs. cash/check

Measures of Effectiveness and Success							
Increase in…	**Year**						
	2014	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**
No. services accepting credit/debit cards/eChecks	35% (42/122)	37%	40%	50%	60%	70%	80%
No. agencies accepting credit/debit cards/eChecks	42% (16/38)	47%	55%	60%	65%	72%	80%
Volume of electronic payment transactions[1]	~906,000	+8-10%	+8-10%	+8-10%	+8-10%	+8-10%	+8-10%
Proportion of transactions paid electronically vs. cash/check[2]	35%	38%	41%	44%	47%	50%	53%

[1] Annual e-payment volume projected to increase 8-10% based on experience 2012-2013 (7.7% 2013, 11.3% 2014).

[2] Determined by agency-reported volume of transactions collected electronically or via cash/check in 2014. E-payment data also collected directly from FIS Datapoint customer website. Computation excludes ORCA/DOL payments. Annual e-payment volume estimated to increase 8% based on experience 2012-2013; total volume of all transactions (cash and e-payments) by 2% based on 7.7% population growth of King County 2010-2014 per 2014 U.S. Census Bureau report (average ~2% per year)

In the future, these measures may be adjusted based on actual experience after program rollout. Moreover, other discriminating measures can potentially be devised, including:

- Increase in the electronic payment types accepted by agencies. For e.g., an agency that accepts credit cards at POS expands services to also accept debit cards and eChecks.
- Increase in the number of channels used by agencies. For e.g., in addition to accepting electronic payments at POS, agencies also offer customers the option to pay via online, mobile and/or IVR channels.

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Document References

The following documents are key references to the Electronic Payments Management Plan. A copy of each of these documents is available by contacting the staff or Web sites listed below.

	Reference Document	Contact
1	King County's Strategic Technology Plan (2012-2015)	King County Web Site here
2	Electronic Payments Policies and Procedures	Ken Guy, Finance Director Ken.guy@kingcounty.gov 206-263-9254 King County Web Site here
3	King County Code 4A.601, Electronic Payments	Ken Guy, Finance Director Ken.guy@kingcounty.gov 206-263-9254 King County Web Site here
4	eCommerce Developers Guide	Glenn Evans, KCIT Glenn-ITS.Evans@kingcounty.gov 206-263-7856
5	Electronic Business Case Assessment Template	Electronic Payments Coordinator, FBOD

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Countywide Payment Gateway Analysis

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Planning Options and Channels Matrix

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Appendix N:
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About FIS

When an organization leads the market in its field – in our case, banking and payments technologies – the company overview often starts with big numbers meant to show size, scale and success. At FIS, we define our success on your terms, focusing first on your strategic objectives and initiatives rather than relying on metrics to convince you of our commitment. While we will share pertinent numbers in these pages, we prefer to start with what is most important to you. FIS' approach has resonated in the global marketplace, attracting financial institutions for over 40 years, along with government entities and, increasingly, retail and commercial enterprises. Whatever the organization, clients dictate our approach as we listen to business challenges and strategic goals, and respond to each individually. Our focus is not to sell products, but to solve problems, crafting solutions that not only meet immediate needs, but grow and evolve as market conditions change.

What Sets FIS Apart

FIS, the largest global provider of banking and payments technologies, differentiates itself in risk management and information security, breadth of client base and solution offerings, and recognition by top industry associations and analysts.

SECURE BY DESIGN PHILOSOPHY

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COMPREHENSIVE MARKET COVERAGE

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The most complete portfolio on the market today

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