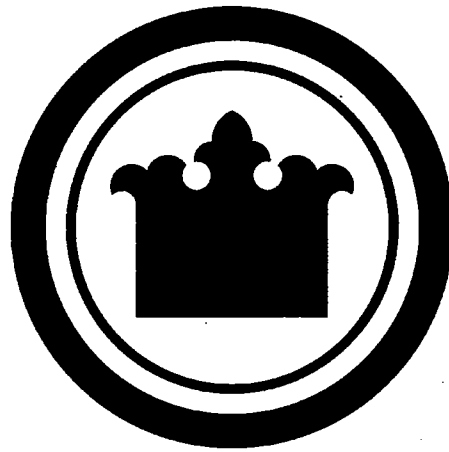


2003-462



King County

2004 Proposed
Technology Business Plan

October 2003

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EXECUTIVE SUMMARY

This report outlines the information technology projects that have been included in the County Executive's proposed 2004 annual budget for consideration by the County Council.

The Technology Business Plan is defined in KCC 2.16.07581 as "an annual plan for the next year's technology operations and proposed projects; intended to align with individual agency's business plans and budget requests and the countywide standards and policies and direction as set forth in the strategic information technology plan." This proposed version of the Technology Business Plan will provide the County Council with details and context for their review of the proposed budget as it relates to information technology projects.

The final King County 2004 Technology Business Plan will be published following County Council adoption of the 2004 annual budget as a record of the funded information technology projects that will be monitored by the technology governance and whose progress and outcomes will be reported each year in the annual technology report. In particular, the Project Review Board will be requiring the project managers of these projects to develop outcomes against which success will be measured as part of their approval of phased funding releases. As part of regular monitoring, the Project Review Board requires each project to report any scope, schedule, or budget changes and for department directors and project steering committees to approve any changes. The intent is that this process through the technology governance, under the leadership of the Chief Information Officer, will provide a framework for department directors and project steering committees to use as they make decisions about scope, schedule and budget for information technology projects. This framework also allows for a focus of accountability that will play a part in improving the county's ability to effectively manage information technology projects and operations.

The report is organized into two main chapters. The Overview chapter of the report provides summary information to set the stage for the details reported in the Projects chapter. A summary listing of all the projects and related proposed budgets is provided as well as information that places the proposed projects into the larger context of the information technology projects monitored by the Project Review Board. An information technology investment summary is provided as a starting point for the discussion related to financial requirements of investments that are under consideration in the proposed budget as well as into the future.

The Projects chapter of the report contains a section for each IT project and is sorted alphabetically by department and division within department. A description of the project, outcome measures and budget details are provided in addition to relevant information that aligns the project to the Strategic Technology Plan and the proposing agency's business plan.

The Appendix contains supplemental information and links. Appendix A contains the Strategic Technology Plan's Guiding Principles that provide the policy framework for the county to use in setting the future direction for information technology (endorsed by the County Council, Motion #11482). Throughout this report, references to the technology governance are intended to include any or all of the groups defined beginning at KCC 2.16.07582. For the reader's convenience, Appendix B provides links to the Office of Information Resource Management web site that supports the project monitoring and phased funding release review work of the Project Review Board.

Lastly, Appendix C is a graphical representation of the flow of information into the various tasks and reports for which the technology governance is responsible. While the focus of this report is on the technology investments proposed in the Executive's budget, it should be noted that the county agency business plans are fundamentally important to support the county in planning for and managing information technology to enable cost-effective delivery of services. The work and reports from the technology governance all build on business plans and policy direction, taking into account the current state of the county's information technology environment.

OVERVIEW

The Executive's 2004 proposed budget contains appropriation requests of \$28 million for 39 projects. Table 1, located in the section of tables beginning on the next page, provides a summary showing each project's 2004 proposed appropriation as either for a NEW project or for an EXISTING project. There is \$10 million proposed for 26 new projects and \$18 million proposed to be added to the existing budgets of 13 active projects.

At the time the Revised Strategic Technology Plan was approved by the county council in March, 2003 via Motion #11660, many information technology projects were active, some informed by the consultant report that was the foundation for the approved plan, some were funded many years ago. The technology governance responsibilities include conducting project close-out reviews so that the outcome measures and value propositions that supported and justified the county's investment decision can be analyzed and any lessons learned can be shared. As of this report date, the Project Review Board has 61 active projects with committed budgets totaling \$119 million which will, together with the proposed \$28 million, if approved, bring the county's information technology capital budget to a total of 87 projects and \$147 million. Table 2 provides a listing of the 87 projects by department/division.

As part of the September 3rd, 2003 meeting of the Strategic Advisory Council, each of the active projects reporting status to the Project Review Board, was aligned to one of the 4 goals stated in the Strategic Technology Plan's Guiding Principles section: Efficiency, Accountability for Decisions, Public Access, and Customer Service. At the meeting, the Board advised that an additional goal of Risk Management would be useful for categorizing those projects intended to improve security, provide legally-mandated services and basic operations support. Taking that work forward, this report provides a primary goal alignment for each of the proposed new projects and also goes back to pick up the 14 projects that have completed since the Project Review Board began its work in early 2002. Summaries of the project counts and dollars are provided in Tables 3 and 4.

The Office of Management and Budget, in coordination with the Office of Information Resource Management, developed an information technology investment summary to provide planning information on financial requirements as information technology investments are considered. Table 5 is a copy of the summary that was included in the Executive's proposed materials. Projects are listed with funding sources noted. There are several "to-be-determined" notations where work has not yet been completed to quantify for planning purposes.

Department	Division	Project Name	New project	Existing project	Grand Total
DAJD		Community Corrections Application Upgrade	124,300	-	124,300
		Crimes Capture System 3 Upgrade	65,000		65,000
		Roster Management System Migration		60,615	60,615
DCHS	Mental Health	HIPAA Implementation		225,288	225,288
	Public Defender	Office of Public Defense - Replace Database	627,804		627,804
DDES		Database Server Replacement	148,770		148,770
		Field Inspection Devices	48,000		48,000
		Financial System Restructuring	191,735		191,735
		Permit System Replacement Scope of Work	155,000		155,000
DES	DES Administration	Technology Unification Project	242,000		242,000
	Facilities	Real Estate Portfolio Management System	175,000		175,000
	Human Resources	Consolidated Data Warehouse	242,090		242,090
	ITS	Asset Management System for County-wide Network & Infrastructure Equipment	147,000		147,000
		Business Continuity for Enterprise Data Center Operations	130,000		130,000
		Mainframe Upgrade	272,000		272,000
		Telephone Billing System Improvements	344,000		344,000
	REALS	Elections Management / Voter Registration System	2,785,457		2,785,457
		REALS - Equipment Replacement		150,658	150,658
	District Court		Electronic Court Records Expansion	1,263,914	
DNRP	Parks	e-Connect for Regional Parks, Pools and Recreation	50,000		50,000
	Solid Waste	Cashiering System Replacement	225,000		225,000
	Water & Land Res.	Integrated Water Resources Modeling & Information Systems		1,156,759	1,156,759
DOT	Transit	Information Systems Preservation		199,416	199,416
		Operation System Support		1,520,774	1,520,774
		Personal Computer Replacement		248,147	248,147
		Radio and AVL Replacement		1,402,287	1,402,287
		Regional Fare Coordination Project		4,481,568	4,481,568
OIRM		Business Continuity Program		1,435,000	1,435,000
		Constituent Relationship Management	75,000		75,000
		Countywide IT Asset Management	75,000		75,000
		Information Security & Privacy Program		1,420,000	1,420,000
		IT Project Management	150,000		150,000
		Law, Safety and Justice Integration Program		3,400,000	3,400,000
		Network Infrastructure Optimization Program		2,342,560	2,342,560
		Standardize SLAs & SOPs	0		0
Public Health		Jail Health: Electronic Medical Record Solution	2,000,000		2,000,000
Sheriff		Civil Unit Computerization	34,000		34,000
		Public Safety Electronic Document Management System	140,000		140,000
Grand Total			9,921,070	18,043,072	27,964,142

TABLE 1 – SUMMARY OF 2004 PROPOSED PROJECT FUNDING

Department	Division	Project Name	New project	Existing project	Grand Total	
DAJD		Community Corrections Application Upgrade	124,300		124,300	
		Crimes Capture System 3 Upgrade	65,000		65,000	
		Inmate Financial System Re-Write		150,000	150,000	
		Jail Billing System		259,215	259,215	
		Roster Management System Migration		404,825	404,825	
DCHS	Developmental Disabilities	SSI Manager Feasibility Study		20,000	20,000	
	Housing Community Development	Consolidated Database Project		160,000	160,000	
	Human Services	Data Warehouse		26,126	26,126	
	Mental Health	HIPAA Implementation		704,079	704,079	
	Public Defender	Office of Public Defense - Replace Database	627,804		627,804	
DDES		Database Server Replacement	148,770		148,770	
		Field Inspection Devices	48,000		48,000	
		Financial System Restructuring	191,735		191,735	
		Inspection Request & Reporting System		65,000	65,000	
		Permit System Replacement Scope of Work	155,000		155,000	
DES	DES Administration	Technology Unification Project	242,000		242,000	
	Emergency Mgmt - 911	Redundant E-911, Selective Router		1,171,745	1,171,745	
		Wireless Phase 2 PSAP Equipment		377,587	377,587	
	Facilities	Real Estate Portfolio Management System	175,000		175,000	
	Finance	Internet Property Tax Payment Deployment		34,152	34,152	
		Oracle Financials Upgrade		3,966,000	3,966,000	
		PeopleSoft Modules Project		450,000	450,000	
		PeopleSoft Payroll Upgrade		1,825,880	1,825,880	
	Human Resources	Consolidated Data Warehouse	242,090		242,090	
	ITS		Asset Management System for County-wide Network & Infrastructure Equipment	147,000		147,000
			Business Continuity for Enterprise Data Center Operations	130,000		130,000
			Data Entry System Replacement		96,000	96,000
			Enterprise IT Equipment Replacement		1,382,819	1,382,819
			I-Net Project		23,148,481	23,148,481
			Mainframe Upgrade	272,000		272,000
			Resource Reporting Documentation		224,240	224,240
			Telecomm Mgmt System		50,000	50,000
			Telephone Billing System Improvements	344,000		344,000
			Voice Mail System Replacement		890,000	890,000
	REALS		Windows 2000 - Active Directory Services		98,500	98,500
Elections Management / Voter Registration System			2,785,457	783,580	3,569,037	
Online Automated Recording Initiative				381,442	381,442	
Pet Licenses Online - REALS				40,402	40,402	
		REALS - Equipment Replacement		281,370	281,370	
District Court		Electronic Court Records Expansion	1,263,914		1,263,914	
DJA		Case Scheduling Applic Rewrite		79,872	79,872	
		ECR - E-Filing		1,707,430	1,707,430	
DNRP	GIS	ESA Data Mgmt - Infrastructure		125,000	125,000	
	Parks	e-Connect for Regional Parks, Pools and Recreation	50,000		50,000	
	Solid Waste	Cashiering System Replacement	225,000		225,000	
	Wastewater Treatment	Asset and Maintenance Management Systems			550,000	550,000
	Water & Land Res.		Integrated Water Resources Modeling & Information Systems		2,022,284	2,022,284
			ESA Data Mgmt - Hydrography Layer		0	0
			ESA Data Mgmt - Infrastructure		306,326	306,326
			ESA Data Mgmt - Space Imaging & Land		325,000	325,000
			Infiltration/Inflow study - IT related projects		1,206,141	1,206,141
Mainsaver Server Replace & Pilot Implementation				100,000	100,000	
DOT	Transit	Treatment Plant Info Systems - SCS Westpoint Project Control		750,000	750,000	
		ADA Broker Equipment		1,093,280	1,093,280	
		ADA Mobile Data Terminals		2,549,190	2,549,190	
		APC Software Conversion		592,398	592,398	
		Customer Response Information System		359,582	359,582	
		GIS Street Network		200,000	200,000	
		Information Systems Preservation		3,778,568	3,778,568	
		On Board Systems		13,800,356	13,800,356	
		Operation System Support		6,433,772	6,433,772	
		Personal Computer Replacement		5,601,674	5,601,674	
		Radio and AVL Replacement		3,028,826	3,028,826	
		Regional Fare Coordination Project		26,888,742	26,888,742	
		Registering Farebox System		7,756,901	7,756,901	
		Rider Information Systems		2,616,163	2,616,163	
		RideShare Technology		332,834	332,834	
		Service Quality Information System		394,709	394,709	
		Transit Security Enhancements		3,161,470	3,161,470	
Executive		Single Finance, HR, Payroll, & Budget		450,000	450,000	

Department	Division	Project Name	New project	Existing project	Grand Total
OIRM		Business Continuity Program		1,785,000	1,785,000
		Constituent Relationship Management	75,000		75,000
		Countywide IT Asset Management	75,000		75,000
		E-Commerce		596,023	596,023
		Information Security & Privacy Program		1,801,887	1,801,887
		IT Project Management	150,000		150,000
		Law, Safety and Justice Integration Program		5,733,475	5,733,475
		Network Infrastructure Optimization Program		2,772,560	2,772,560
		Performance Measurement		100,000	100,000
		Standardize SLAs & SOPs	0		0
		Streamline IT Procurement	210,000		210,000
		Public Health	EMS	Regional Data Collection	
FSI Pharmacy System Enhancements				51,915	51,915
Jail Health: Electronic Medical Record Solution	2,000,000				2,000,000
Personal Computer OS & Productivity Upgrades				300,000	300,000
Sheriff		Civil Unit Computerization	34,000		34,000
		Public Safety Electronic Document Management System	140,000		140,000
Superior Court		JJWeb (JJWAN Replacement)		421,524	421,524
Grand Total			9,921,070	137,373,329	147,294,399

TABLE 2 – ACTIVE AND PROPOSED PROJECTS

	Customer				Grand Total
	Accountability	Service/Access	Efficiency	Risk Mgmt	
Existing-Prior to Strategic Technology Plan	2	11	10	15	38
Existing-After Strategic Technology Plan	3	7	7	6	23
New 2004 Proposed	5	6	7	8	26
	10	24	24	29	87
Completed by June 2003	1	3	2	8	14
Total all projects	11	27	26	37	101

TABLE 3 – PROJECT ALIGNMENT TO PRIMARY IT GOAL (PROJECT COUNT)

	Customer				Grand Total
	Accountability	Service/Access	Efficiency	Risk Mgmt	
Existing-Prior to Strategic Technology Plan	240,744	36,717,627	15,978,871	20,370,010	73,307,252
Existing-After Strategic Technology Plan	539,622	23,284,798	5,948,892	16,249,693	46,023,005
New 2004 Proposed for existing projects	1,435,000	4,481,568	7,263,334	4,863,170	18,043,072
New 2004 Proposed	1,381,894	4,518,371	2,708,735	1,312,070	9,921,070
	3,597,260	69,002,364	31,899,832	42,794,943	147,294,399
Completed by June 2003	50000	2707926	338459	2048984	5,145,369
Total all projects	3,647,260	71,710,290	32,238,291	44,843,927	152,439,768

TABLE 4 –PROJECT ALIGNMENT TO PRIMARY IT GOAL (DOLLARS)

2004 Proposed Budget						
Information Technology Investment - Financial Requirements Summary ¹						
		2003 Projected	2004 Proposed	2005 Projected ²	2006 Projected ²	2007 Projected ²
Beginning Fund Balance		0	2,491,992	27,950	175,150	(6,525,429)
Revenues						
2004 IT Transition Fund			7,823,060	1,799,761	TBD	TBD
NON-CX - Transition Fund Projects			2,861,608	TBD	TBD	TBD
Elections Management Current Fund		1,329,034				
Total IT "Transition Fund Projects" Revenue			10,684,668	1,799,761		
LSJ CX Funding		1,962,958	1,962,958	0	TBD	TBD
LSJ 97 Tech Bond Funding		1,200,000				
CX Operating Budget - (DAJD)			125,615			
Debt Funding						
<i>Network Optimization Project - Tech Bond ³</i>			2,292,000	0	0	0
<i>FSRP Old Tech Bond</i>		450,000	0	0	0	0
<i>FSRP New Tech Bond ⁴</i>				18,000,000	5,356,000	0
Revenue for Non-CX IT Projects						
<i>DCHS</i>			225,288	TBD	0	0
<i>DDES & STRC</i>			543,505	0	0	0
<i>DNRP/Solid Waste</i>			225,000	0	0	0
<i>DNRP/WLRD</i>		865,525	1,156,759	1,130,000	80,000	0
<i>Recorder's O&M</i>			150,658	0	0	0
<i>Transit - Operating /CIP</i>			7,852,192	0	0	0
ITS Internal Service Fund Rates						
<i>ITS Tech Services</i>			419,000	0	0	0
<i>ITS Telecom.</i>			344,000	0	0	0
Project Savings ⁵						
<i>Law, Safety & Justice Integration</i>			0	1,674,230	1,789,604	1,789,604
<i>Network Infrastructure Optimization</i>			0	956,000	956,000	956,000
<i>E-Government</i>			0	TBD	TBD	TBD
<i>ECR Expansion</i>			0	TBD	TBD	TBD
<i>Jail Health Business Process EMRS</i>			0	TBD	TBD	TBD
Total Revenues		5,807,517	25,981,643	23,559,991	8,181,604	2,745,604
Expenditures						
County-Wide IT Projects						
2004 Transition Fund Project						
<i>OIRM</i>	Business Continuity Program		(1,435,000)	(1,000,000)	0	0
<i>OIRM</i>	Constituent Relationship Management		(75,000)	TBD	0	0
<i>OIRM</i>	Countywide IT Asset Management		(75,000)	0	0	0
<i>OIRM</i>	Information Security/Privacy Program		(1,420,000)	0	0	0
<i>OIRM</i>	IT Project Management		(150,000)	0	0	0
<i>OIRM</i>	Streamline IT Procurement		(210,000)	0	0	0
Projects Not Funded through Transition Fund						
<i>OIRM</i>	LSJ Integration Program	(1,700,000)	(3,400,000)	(1,100,916)	TBD	TBD
<i>OIRM</i>	Network Infrastructure Optimization Program		(2,292,000)	(1,500,000)	0	0
<i>OIRM</i>	Single Finance, HR, Payroll, & Budget	(450,000)	0	(18,000,000)	(12,000,000)	(21,520,000)
<i>OIRM</i>	E-Government		0	TBD	0	0
<i>OIRM</i>	IT Resource Management: SLAs & SOPs		0	0	0	0
Agency IT Projects						
2004 Transition Fund Project						
<i>DAJD</i>	Community Corrections Application Upgrade		(124,300)	0	0	0
<i>DES Administration</i>	Business Continuity for Data Center Operations		(130,000)	0	0	0
<i>DES Administration</i>	Technology Unification Project		(242,000)	TBD	TBD	0

2004 Proposed Budget

Information Technology Investment - Financial Requirements Summary ¹

		2003 Projected	2004 Proposed	2005 Projected ²	2006 Projected ²	2007 Projected ²
Expenditures						
<i>District Court</i>	ECR Expansion		(1,263,914)	0	0	0
<i>DNR/Parks</i>	E-Connect for Regional Parks, Pools, Recreation		(50,000)	0	0	0
<i>Facilities</i>	Real Estate Portfolio Management		(175,000)	0	0	0
<i>Human Resources</i>	Consolidated Data Warehouse		(242,090)	0	0	0
<i>OPD</i>	Office of Public Defense - System Upgrade		(627,804)	0	0	0
<i>Public Health Pooling</i>	Jail Health Business Process EMRS		(2,000,000)	TBD	0	0
<i>REALS</i>	Elections Management/Voter Registration System	(300,000)	(3,267,000)	0	0	0
<i>Sheriff's Office</i>	Civil Unit Computerization		(34,000)	0	0	0
<i>Sheriff's Office</i>	Public Safety EDMS for Records		(140,000)	0	0	0
Projects Not Funded through Transition Fund						
<i>ITS Tech Services</i>	Asset Management System for Network & Infrastructure Equip		(147,000)	0	0	0
<i>ITS Tech Services</i>	ITS Mainframe Upgrade		(272,000)	0	0	0
<i>ITS Telecom.</i>	Telephone Billing System Improvements		(344,000)	0	0	0
<i>DCHS</i>	HIPAA Implementation		(225,288)	TBD	0	0
<i>DDES & STRC</i>	Database Server Replacement		(148,770)	0	0	0
<i>DDES & STRC</i>	Field Inspection Devices		(48,000)	0	0	0
<i>DDES & STRC</i>	Financial System Restructuring		(191,735)	0	0	0
<i>DDES & STRC</i>	Permit System Replacement Scope of Work		(155,000)	0	0	0
<i>DNRP/Solid Waste</i>	Cashiering System Replacement		(225,000)	0	0	0
<i>DNRP/WLRD</i>	Integrated Water Resources Modeling & Info Syste	(865,525)	(1,156,759)	(1,130,000)	(80,000)	0
<i>Recorder's O&M</i>	REALS Equipment Replacement		(150,658)	0	0	0
<i>Transit - Operating /CIP</i>	Information Systems Preservation		(199,416)	0	0	0
<i>Transit - Operating /CIP</i>	Operations System Support		(1,520,774)	0	0	0
<i>Transit - Operating /CIP</i>	Personal Computer Replacement-Laptop		(248,147)	0	0	0
<i>Transit - Operating /CIP</i>	Radio and AVL Replacement		(1,402,287)	0	0	0
<i>Transit - Operating /CIP</i>	Regional Fare Coordination		(4,481,568)	0	0	0
<i>DAJD</i>	Crimes Capture System 3 Upgrade		(65,000)	0	0	0
<i>DAJD</i>	Roster Management System Migration		(60,615)	0	0	0
Debt Service Expenditures ^{3,4}						
	<i>Network Optimization Bond Ser -CX</i>		(16,059)	(118,379)	(118,379)	(118,379)
	<i>Network Optimization Bond Ser -Non-CX</i>		(34,501)	(263,496)	(263,496)	(263,496)
	<i>Single Finance Debt Service - CX</i>			(120,000)	(968,139)	(1,209,883)
	<i>Single Finance Debt Service - Non-CX</i>			(180,000)	(1,452,169)	(1,814,515)
	Total CX Debt Service ⁴		(16,059)	(238,379)	(1,086,518)	(1,328,262)
	Total NON-CX Debt Service		(34,501)	(443,496)	(1,715,665)	(2,078,011)
	Total Expenditures	(3,315,525)	(28,445,685)	(23,412,791)	(14,882,183)	(24,926,273)
	IT Projects Revenue Less Expenditures by Year	2,491,992	27,950	175,150	(6,525,429)	(28,706,098)

Financial Requirements Summary Notes:

¹ This Information Technology Financial Requirements Summary is limited to the projects listed in the expenditures summary above

² TBDs reflect revenue, cost savings, or project expenditures that are anticipated after 2004 but are not yet quantified.

³ Tech Bond for Network Infrastructure Optimization is based on 7-year term at 4%.

⁴ Tech Bond amounts in 2005 & 2006 are calculated based on available debt service as shown:

Tech Bond	(488,286)
FSRP Restart	(840,000)
Subtotal	(1,328,286)
Less Network Infrastructure Optimization CX Debt Service	(118,379)
CX Debt Service Available for FSRP Project	(1,209,907)

Using a 10-year term at 5% with an assumed 40% allocation to CX.

⁵ Project Savings are estimated by OIRM project management and have not yet been validated by affected agencies

TABLE 5 – INFORMATION TECHNOLOGY INVESTMENT SUMMARY

PROJECTS

This chapter provides descriptions and budget details for projects that have been proposed for funding by the County Executive. They are listed in alphabetical order by the name of the department assuming project management responsibilities for the project.

DEPARTMENT OF ADULT AND JUVENILE DETENTION

ROSTER MANAGEMENT SYSTEM MIGRATION

Sponsor:	Michael Gedeon, Interim Chief of Administration
Contact:	Tim Longley, IT Manager/296-1454
Existing Project #:	377104
Total Budget Impact:	\$60,615

Project Description

The Roster Management System is a highly customized suite of applications developed in Clipper 5.3 DOS, FoxPro 2.6 DOS and Windows environments designed and implemented over the past decade to meet the ever changing business needs of the Department of Adult & Juvenile Detention (DAJD); one of these being the addition of a new regional justice center in Kent. The current system supports DAJD business and operational goals by providing shift roster management of uniformed and civilian staff, timekeeping, payroll pre-processing and human resources management required to efficiently manage a workforce of over 900 FTE represented by eleven labor groups. The aim of this project is to migrate the application suite, its business logic, and support to a more central technology resource (ITS) and operationally increase the number of business expert stakeholders from the current one - to many.

Outcome Measures

- Replace current legacy based (DOS / Windows 98) technology with a fully integrated web based resource.
- Create a more supportable application suite using central IT resources.
- Expand the roles and responsibilities of agency as well as central IT stakeholders eliminating the sole source ownership.
- Create a more open database structure to allow for integration with other applications (PeopleSoft, JAMMA, ComCor, Court Detail, etc.).

Existing Project Status

Request supports the Roster Management Migration Project #377104 final solution development tasks and implementation phase scheduled to occur within the first six months of 2004. Project schedule was slid in 2003 to provide continued funding within limits of future O&M expenditure. Failure to fund project terminates development efforts as planned and risks the loss of technical expertise and understanding required in its development. Current tasks remaining are the essential elements of the application not allowing scope reduction.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

- **Strategic investment:** Streamline business operations using cost-effective technology: Create efficiencies in payroll and timekeeping with regards to jail specific needs and labor contracts. Crosswalk to personnel management and scheduling events
- **Infrastructure and operational investment:** 1.) Repairing or replacing defective or failing systems: Replacement of mission critical jail application currently supported by a single business manager/programmer and 2.) Preventing disruption of business operations: The Roster Management System (and other modules) is estimated to be a high risk of failure due to legacy technology and lack of vendor to support it. Business manager/programmer already past retirement.

Department Technology and Business Plan alignment

This initiative directly aligns with the departments need to manage its specialized staffing needs in the form of payroll, management of labor groups, staff scheduling, and personnel management.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
O&M costs	60,615		\$ 60,615	
TOTAL REQUESTED EXPENDITURE			\$ 60,615	\$ -

Budget Details -- Existing Project

Double budget with operating fund transfer;
Operating fund CX 10 to OIRM Capital fund 3771, project #377104.

2004 Proposed Budget: \$60,615
2003 Operating Budget: \$74,745
Prior Year Appropriations: \$269,465
Total Proposed Project Budget: \$404,825

CRIMES CAPTURE SYSTEM 3 UPGRADE

Sponsor:	Michael Gedeon, Interim Chief of Administration
Contact:	Tim Longley, IT Manager/296-1454
New Project #:	377141
Total Budget Impact:	\$65,000

Project Description

The CCS 3 upgrade is part of a routine maintenance procedure to keep this mission critical CJ application running safely, securely, and efficiently. The current system server and application employs NT 4.0 server with an SQL back end that is quickly becoming unsupported by Microsoft. Additionally, the NT 4.0 server software is no longer receiving security and other operational patches which is introducing a high risk of failure as well as intrusion from the outside (hackers).

Outcome Measures

The CCS 3 upgrade highlights will be:

1. Long awaited 3-tier security
2. Migration from NT 4.0 to Windows 2000 server
3. Opportunities to reduce cost of investigative station licenses (currently \$6,500 per seat)
4. Web based access to more concurrent CJ investigators and consumers of information

Existing Project Status

This is the fourth year of a five-year contract with ImageWare Systems Inc. The CCS2 application has provided a mission critical resource to the CJ agencies with very little problem. The vendor continues its commitment to make improvements to the system, keep current with the every changing technology environment, and provide a medium to high level of customer support. This upgrade is a normal part of doing business with any software vendor and is expected to provide a whole host of new opportunities for King County CJ agencies. As a bonus, the county is receiving virtually free of charge is an Employee ID card system (which is out of scope in the current contract with the vendor).

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

Streamline business operations using cost-effective technology: Web based applications will allow authorized CJ users from any KC WAN PC workstation access to images and data. **Leverage existing investments:** The Crimes Capture System (new and improved JEMS system) has been part of the CJ infrastructure since 1993. **Upgrades of replacement that will result in documented cost savings:** leverage upgraded application development to purchase concurrent licensing browser based access points vs. expensive "per node" pricing for County system users.

Department Technology and Business Plan alignment

The Crimes Capture System provides a mug shot to data relationship which is mission critical to DAJD, KCSO, and a few contract Police departments as well as providing a valuable bonus resource in the form of an ID card management system for Transit, DES (DCFM) serving King County employees. How this application relates to the DAJD business plan directly is still under construction.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
56xxx Capital Expenditures			\$ 65,000	
TOTAL REQUESTED EXPENDITURE			\$ 65,000	\$ -

Budget Details – New Project

Double budget with operating fund transfer;
Operating fund CX 10 to OIRM Capital fund 3771, project #377141.

Agencies directly responsible for using, storing, and querying images and data from the Crimes Capture System will be billed on a proportional rate for this upgrade. A memorandum of understanding will be used as an interlocal agreement.

COMMUNITY CORRECTIONS APPLICATION UPGRADE

Sponsor:	Michael Gedeon, Interim Chief of Administration
Contact:	Deanna Strom/296-3451
New Project #:	377126
Total Budget Impact:	\$124,300

Project Description

The Community Corrections Division of the Department of Adult and Juvenile Detention (DAJD) oversees a number of structured programs to address the needs of offenders and their sentences. This includes assessment, treatment readiness, life skills and linkages to community programs. The vision is to effectively expand criminal justice capacity by using limited secure beds as effectively as possible to enhance public safety and change offender behavior by working with other criminal justice, health and human service agencies to provide the appropriate programming. The aim is to increase offender accountability and reduce recidivism through several prudent measures that offer minimal risk. The ComCor application, designed for tracking work release activities and reporting on key performance metrics, is now ill fitted to perform the expanded work program surrounding this newly created division. This initiative is to upgrade, expand and enhance the functionality of the current application.

Outcome Measures

Business Outcomes

- Business needs assessment and implementation plan to be completed by April 1, 2004.
- Implementation of enhancements/new program modules by December 31, 2004.

The analysis phase will provide a detailed picture of how to phase the implementation and how to leverage LSJ Integration initiatives with the current business needs of Community Corrections.

Community Corrections is a high priority Executive and County Council initiative intended to reduce CJ system expenditures by targeting appropriate candidates for community alternative programs. This project supports this initiative and helps realize expected savings by supporting efficient operations, the appropriate selection of candidates by courts, reporting of target goals and performance indicators, and program performance and evaluation.

Technology Outcomes

The project will consolidate the various desktop systems, spreadsheets, and manual systems into COMCOR, which represents a modern technology in a shared data environment. It will also modify and expand existing COMCOR modules to meet the new functional requirements of the community alternative programs. It will move the data processing methods for Community Corrections in line with the County Strategic Plan.

Existing Project Status

Current ComCor application is running well, has well defined support groups in DAJD and ITS, and suits the current business needs of the work release program only. With the addition of the Community Corrections new work plan, the current application meets only 50% of the business and tracking needs. The current system is up to King County technology standards and would only require small modifications to current modules and the addition of new modules to support new business model.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

Current ComCor application is running well, has well defined support groups in DAJD and ITS, and suits the current business needs of the work release program only. With the addition of the Community Corrections new work plan, the current application meets only 50% of the business and tracking needs.

The current system is up to King County technology standards and would only require small modifications to current modules and the addition of new modules to support new business model.

This project will improve the existing COMCOR application and extends its useful life by integrating new program components. A significant investment was made in the development of COMCOR and the cost benefit ratio and system payback is improved by making a modest investment now to support the programs of the new Community Corrections Division.

On the business side, a significant investment has been made in community corrections and its associated Intake Unit. In order to realize the performance goals and savings intended, data processing support should be provided. Since the development of Day Reporting in 2002 and the consolidation of programs into the Community Corrections Division, no investment has been made to support reporting or operational requirements.

Strategic investment:

1. ***Enable the county to achieve defined strategic business objectives:*** Reducing jail length of stay is a key DAJD business objective.
2. ***Achieve direct cost savings over the cost of current operations:*** By moving repeat, low risk offenders out of jail bed space and into programs reduces the costs of operating a jail system. This application is critical to the success of tracking and reporting on these metrics.
3. ***Leverage existing investments:*** This initiative upgrades the current ComCor application (if a suitable off the shelf application cannot be found). Basic infrastructure is already in place.

Infrastructure and operational investment:

1. ***Repairing or replacing defective or failing systems:*** Replaces some and improves other legacy system components of this application.
2. ***Preventing disruption of business operations:*** The new Community Corrections Division will not be able to process new data elements with out this upgrade.

Department Technology and Business Plan alignment

This project is aligned with DAJD's critical core businesses. DAJD's Business Plan incorporates the following core businesses:

- Inmate Housing services
- Criminal justice Interface
- Alternative Programs
- Administration.

Of primary significance for 2004 are the Alternative Area and the Criminal Justice Interface. It is the policy of the Executive and County Council to restructure criminal justice business to support the diversion of inmates from secure detention to community alternative programs to reduce criminal justice system costs and to forestall the need for future secure detention space. The Community Corrections Division, which an enhanced COMCOR will support, is directly related to the operational efficiencies and mission of this division. The Division has been funded to include a new Intake Unit whose mission is to identify appropriate alternative candidates, identify risks and background factors, and communicate with the court and other CJ agencies.

Achieving the secure jail population reduction goals and associated cost savings depends on timely and accurate information about participants, including past behavior, criminal background, and other key data related to program participation. Program performance must be monitored on an ongoing basis to structure these programs to capture target populations and operational procedures that will deliver the promised savings. This is best done in a shared data environment that provides functional support to these programs. This is not available currently.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Project staff and associated costs and professional services			\$ 124,300	
TOTAL REQUESTED EXPENDITURE			\$ 124,300	\$ -

Budget Details – New Project

Double budget with operating fund transfer;
Transition fund transfer from CX 10 to OIRM Capital fund 3771, project #377126.

DEPARTMENT OF COMMUNITY AND HUMAN SERVICES

OFFICE OF PUBLIC DEFENSE – REPLACE DATABASE

Sponsor:	Jackie MacLean
Contact:	Randy Inouye/(206) 296-5208
New Project #:	377127
Total Budget Impact:	\$627,804

Project Description

The Office of the Public Defender (OPD) has been operating with a legacy system since the early 1990's built on flat file technology using PC Focus for internal management of the public defense program. Due to increased complexity of the public defense environment and modifications made to the system over the years the system has grown unstable and is no longer a viable IT alternative. This initiative would modernize the existing OPD IT environment, budget control and development processes, efficiency of case assignments, and data analysis in the Office of the Public Defender. With this initiative OPD will be able to participate in the Law, Safety, and Justice Integration initiative. Network topology and design will be reviewed as an integral part of the stability and security of the system.

This initiative assumes use of additional department resources experienced in relational database technology on several systems including client case management systems. Within the department secure systems have been designed and implemented that comply with confidentiality requirements. The OPD system will benefit from experienced resources within the department structuring secure access to sensitive data across the KC WAN.

Outcome Measures

The deteriorating nature and architecture of the OPD system severely hampers the Exec branch's ability to research and manage costs of this large element of the LS&J system. Modifications to the existing system to accommodate initiatives and changes in the LS&J system can only be accommodated at great cost.

This initiative would change the data model of the OPD system from a hierarchical flat file to a relational database model capable of communicating with the Law, Safety, and Justice integration project. It would also upgrade the hardware and software environment to enable the new database to run efficiently. The upgrade would enable more timely entering and retrieval of data by authorized users in the diverse geographic locations of the Courts in the King County Law, Safety, and Justice system.

An integral outcome of this project will be to develop a more structured environment for maintaining systems by replicating a successful model used elsewhere in the department. We look forward to running the OPD system in a more structured predictable environment.

Existing Project Status

This is a new project.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Accountability

The existing technology environment supporting the OPD system is flat file technology running on a local area network. The original developer of the system is still the primary source of support for maintenance and enhancements. This developer is procured through a sole source waiver.

This request will modify the technology environment in OPD to align with the investment criteria for Strategic Investments and the Infrastructure and Operational Investments in the Strategic Technology Plan.

Strategic Investments:

- Provide for critical and essential health or life-saving services to citizens: OPD is an integral partner in the Law, Safety, and Justice services section of King County. Timely assignment of counsel is required and critical to the smooth functioning of the Court system. Delays can result in various sanctions by the Courts on the Executive branch of King County government. Failure to monitor activity closely in a timely manner can result in budget fluctuations that have grave consequences.

Infrastructure and Operational Investments to:

- Repair or replace defective systems: The OPD PC Focus system is no longer viable due to the size of the database and increased complexity added to the data. The system has been tasked with monitoring activities outside of the original design over the years using the existing data model.
- Achieving cost-effective compliance with legally-mandated, vendor support, or licensing requirements:
- The PC Focus system is supported by the same vendor that originally developed it in the early 1990's whom we pay to maintain and customize as needed. We want to create a system that will facilitate our participation in the Law, Safety, and Justice Integration initiative. Developing and using internal resources we hope to reduce the cost and improve the reliability of the system.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
2171 Exist. Programmer Analyst III - 2 years @ 50%	74,196	19,566	\$ 93,762	
2171 Exist. Programmer Analyst III - 2 years	125,158	19,175	\$ 144,333	
TLT PA III - 1 year	59,621	18,043	\$ 77,664	
Exist. Programmer Analyst IV - 2 years @ 50%	72,384	13,661	\$ 86,045	
2300 - 56740 Database Server			\$ 60,000	\$ 5,420
2300 - 56740 Remote Connection Server			\$ 35,000	
2300 - 56740 Software Development Tools			\$ 5,000	
2300 - 56740 Crystal Reports Software			\$ 6,000	
2300 - 56740 Database Software: IBM Informix			70,000	
59xxx Contingency for the project (20% of the Project Costs)			\$ 50,000	
TOTAL REQUESTED EXPENDITURE			\$ 627,804	\$ 5,420

Budget Details – New Project

Double budget with operating fund transfer;

Transition fund transfer from CX 10 to OIRM Capital fund 3771, project #377127.

MENTAL HEALTH - HIPAA IMPLEMENTATION

Sponsor:	Jackie MacLean
Contact:	Marty Lindley/(206) 205-1344
Existing Project #:	Low Org 2218
Total Budget Impact:	\$225,288

Project Description

HIPAA implementation continues in 2004 with the Security Rule being implemented by April 21, 2005.

Outcome Measures

HIPAA compliance is federally mandated.

Existing Project Status

In-house planning for HIPAA implementation began in 2002. During 2003 we have been implementing the Privacy Rule (in place 4/14/03) and the Transaction Rule (due 10/16/03). We are on track to complete the Transaction Rule.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

HIPAA compliance is federally mandated and is required for MHCADSD to participate in receiving funding and contracting for behavioral health services.

Department Technology and Business Plan alignment

Because funding for the Division will cease if we fail to become HIPAA compliant, meeting federal requirements is critical to the goals of the Division.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
PrA III (charge back)	51,782	14,271	\$ 66,053	
PrA III	44,700	11,168	\$ 55,868	
IS Coordinator	8,364	1,673	\$ 10,037	
Asst Director	3,946	789	\$ 4,735	
Medical Director	5,968	1,194	\$ 7,162	
PPM III	3,589	718	\$ 4,307	
Epidemiologist	15,938	3,188	\$ 19,126	
56741 - Hardware			\$ 50,000	
53690 - Software Maintenance			\$ 8,000	\$ 8,000
TOTAL REQUESTED EXPENDITURE			\$ 225,288	\$ 8,000

Budget Details – Existing Project

Supported by ongoing state revenues in the Substance Abuse and Mental Health funds in Operating fund Mental Health 1120; low org 2218 was set up to segregate these expenditures from other system support expenditures last year.

2004 Proposed Budget: \$225,288
Prior Year Appropriations: \$478,791
Total Proposed Project Budget: \$704,079

DEPARTMENT OF DEVELOPMENT AND ENVIRONMENTAL SERVICES

DATABASE SERVER REPLACEMENT

Sponsor:	Stephanie Warden, Director
Contact:	Larry Faucher/(206) 296-6706
New Project #:	377128
Total Budget Impact:	\$148,770

Project Description

This is a simple replacement of DDES’s primary database server, a six-year-old HP9000, with newer technology. The existing server has been operating since 1997. Some minor components are no longer on the HP support list and major components will drop from the list within the next year. Performance is slow and less than desirable for mission critical applications, such as the department’s permit system. HP will make the equipment swap, which will take place over one weekend.

Outcome Measures

Replacement will increase CPU processing by 12 times current capacity. Maintenance costs will be cut in half. The replacement system has been sized to substantially increased application support and user access and to accommodate future growth of DDES business systems.

Existing Project Status

This is not an existing project.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

This proposal is necessary for continuing business. This proposal is consistent with the following investment criteria of the KC STP.

1. Infrastructure/Operations Criteria: Repair or replacement of a defective or failing system. The current system provides inadequate performance.
2. Infrastructure/Operations Criteria: Upgrade or replacement that will result in documented savings. Annual maintenance will be half of current costs.

Department Technology Plan and Department Technology and Business Plan alignment

DDES has completed a departmental Strategic Plan in 2003. This proposal is consistent with that plan and all business system enhancements called for in that plan are dependant upon this server upgrade.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
3419 - 56740 Purchase of Hewlett Packard RP7410 (4cpu) - including tax (Note: annual maintenance is less than half of current amount)			\$ 141,770	\$ 21,780
Contingency			\$ 7,000	
TOTAL REQUESTED EXPENDITURE			\$ 148,770	\$ 21,780

Budget Details – New Project

Double budget with operating fund transfer;
From DDES Operating fund 3200 to OIRM Capital fund 3771, project #377128.

Additional contingency of \$6,300 has been provided in the DDES Operating fund.

PERMIT SYSTEM REPLACEMENT SCOPE OF WORK

Sponsor:	Stephanie Warden, Directory
Contact:	Larry Faucher/(206) 296-6706
New Project #:	377129
Total Budget Impact:	\$155,000

Project Description

This project is a continuation of a research project currently underway to find a replacement to the present permit system. It authorizes travel to various cities to benchmark performance of alternative systems and validate vendor claims. It also includes a consultant contract to develop a system replacement scope of work. This project is needed due to significant performance problems with the existing system and a lack of interest by the existing vendor in supporting the system as it operates in the DDES technology environment. It's goal is to advance the state of the art in permit information processing while substantially improving performance and support.

Outcome Measures

This is a research effort to validate vendor claims and to prepare specific scopes of work from various vendors to determine the exact cost, schedule and labor required to replace the current permit system. Expected deliverables include, a report on user experiences with various systems, a detailed list of requirements for a replacement system, suitable for an RFP, and at least one complete scope of work from a preferred vendor outlining the precise element costs for a single fixed price contract.

Existing Project Status

This is not an existing project, but does continue work begun in 2003 as part of developing the DDES Strategic Technology Plan.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

The King County Strategic Technology plan specifically calls for all departments to create their own strategic plans. This project is a continuing effort to meet that requirement. The set of requirements developed for a future permit system replacement will be based on objectives of the STP, including for example, increase use of the Internet and providing eGovernment services over the Internet.

This proposal is consistent with the following investment criteria:

Strategic Criteria: Enable the County to achieve defined strategic business objectives. Replacement of the permit system would provide more efficient and effective service to citizens, and promote e-commerce.

Strategic Criteria: Streamline business operations using cost-effective technology. A newer system would use more modern, cost-effective web technology.

Infrastructure/Operations Criteria: Repair or replacement of a defective or failing system. The current permit system provides inadequate performance and is not supported by the vendor in our current environment.

Department Technology Plan and Department Technology and Business Plan alignment

This project is a continuation of work begun in development of the DDES Strategic Technology Plan. That plan recommends this approach to seeking a replacement permit system.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
3419 - 53310 Travel and lodging for benchmarking trips			\$ 50,000	
3419 - 53127 Scope of Work contact(s)			\$ 100,000	
53310 Contingency for the project			\$ 5,000	
TOTAL REQUESTED EXPENDITURE			\$ 155,000	\$ -

Budget Details – New Project

Double budget with operating fund transfer;

From DDES Operating fund 3200 to OIRM Capital fund 3771, project #377129.

Additional contingency of \$10,000 has been provided in the DDES Operating fund.

FINANCIAL SYSTEM RESTRUCTURING

Sponsor:	Stephanie Warden, Director
Contact:	Larry Faucher/(206) 296-6706
New Project #:	377130
Total Budget Impact:	\$191,735

Project Description

This project is to restructure the processing and database design of the custom DDES Finance (Revenue) System. The system is effective in its basic operations but costly to maintain. It has known functional deficiencies due to the incremental development approached used in its development, which makes support labor intensive. It is also database dependent as its basic business logic is built from database-stored procedures.

Outcome Measures

The goals of this project are to improve processing performance, fix deficiencies, improve integration with other mission critical applications, and make it database independent.

Existing Project Status

This is not an existing project.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Efficiency

This proposal is consistent with the IT guiding principles of the STP and the following investment criteria:

Strategic Criteria: Achieve direct cost savings over current operations. A redevelopment of the Finance System would reduce maintenance and support costs.

Strategic Criteria: Streamline business operations using cost-effective technology. A redeveloped system would use more consistent and cost-effective technology.

Infrastructure/Operations Criteria: Repair or replacement of a defective or failing system. The current system is not failing but has processing defects that inhibit good business. Redevelopment would correct these defects.

Department Technology Plan and Business Plan alignment:

This project is consistent with the draft DDES Strategic Plan recommendations. It will achieve cost savings by reducing support costs of the application. It will use newer more cost-effective technology and will allow better integration of this application with other critical DDES business systems. It is an operational enhancement that will replace some defective modules and minimize disruptions to DDES permit business operations.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
3412 - Sr Applications Developer (2 - TLTs for 1 year)	151,258	40,477	\$ 191,735	
TOTAL REQUESTED EXPENDITURE			\$ 191,735	\$ -

Budget Details – New Project

Double budget with operating fund transfer;

From DDES Operating fund 3200 to OIRM Capital fund 3771, project #377130.

Contingency of \$10,000 has been provided in the DDES Operating fund.

FIELD INSPECTION DEVICES

Sponsor:	Stephanie Warden, Director
Contact:	Larry Faucher/(206) 296-6706
New Project #:	377131
Total Budget Impact:	\$48,000

Project Description

This project is designed to automate the collection of inspection results in the field in order to minimize the number of systems that inspectors use to report inspection events. It will be built on two initiatives currently underway, the implementation of an Inspection Request and Reporting System (IRRS) and time sheet entry modifications to the DDES Time Reporting System. It will use laptops or hand-held devices to collect both inspection results and time keeping data at the same time from the field and to pass inspection results on to the Permit System and to the customer via the IRRS. The first phase of this project will equip approximately 25 inspectors with devices in 2004. The second phase, to occur in 2005, will equip the remainder of inspections staff, or about 25 more.

Outcome Measures

This project will save time inspectors now spend in entering their inspection results into a field worksheet, Permits Plus and the Time Reporting System (TRS). It will provide inspection results to customers as soon as reported either through a touch tone telephone voice system or via a Web interface. It will allow inspectors to also keep in touch with the office from the field via e-mail.

Existing Project Status

This is not an existing project.

Existing Technology Environment and Alignment with Strategic Technology Plan**Primary IT Goal:** Efficiency

This proposal improve customer access to permit information via the Internet. It is consistent with the IT Guiding Principles in the KC STP and the following investment criteria:

Strategic Criteria: Streamline business operations using cost-effective technology. Use of electronic field devices will make more efficient use of inspector time.

Strategic Criteria: Leverage existing investments. Use of field devices would leverage current investments in the IRRS and allow better communication with DDES customers on the results of field inspections.

Department Technology Plan and Business Plan alignment:

This project is consistent with the draft DDES Strategic Plan recommendations. It will achieve cost savings by reducing administrative overhead in the inspections program. It will use new cost-effective technology and will allow better integration of this application with other critical DDES business systems.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
3419 - 53634 Leased wireless services for 20 inspectors			\$ 12,000	
3419 - 56741 20 laptops for inspectors			\$ 34,000	
53634 Contingency for the project			\$ 1,200	
56741 Contingency for the project			\$ 800	
TOTAL REQUESTED EXPENDITURE			\$ 48,000	\$ -

Budget Details – New Project

Double budget with operating fund transfer;

From DDES Operating fund 3200 to OIRM Capital fund 3771, project #377131.

Additional contingency of \$2,600 has been provided in the DDES Operating fund.

DEPARTMENT OF EXECUTIVE SERVICES – ADMINISTRATION

BUSINESS CONTINUITY FOR ENTERPRISE DATA CENTER OPERATIONS

Sponsor:	Department of Executive Services
Contact:	Paul Tanaka/(206) 296-3824
New Project #:	377139
Total Budget Impact:	\$130,000

Project Description

The County’s principal Data Center is located on the 24th floor of the Key Tower building. This business continuity proposal would initiate the process required to provide an alternate data site for King County operations that are dependent upon data center operations in the event Key Tower could not be occupied for an extended period of time. Use of these funds would follow the business continuity assessment that will establish the priority business needs within the County that require support from the enterprise Data Center. This project will then develop the requirements needed to establish those operations at an alternative location.

Outcome Measures

The ultimate outcome of establishing an alternative data site is the ability to support the processing of critical County business applications that reside on the central application servers. Services that are dependent upon the data center include, but are not limited to the following: ARMS, MSA payroll, voter registration, jail bookings, and property taxes. The intended outcome of this phase is to define all requirements for operations that are determined by the business continuity assessment to be top priority and are dependent upon the data center. Those requirements will form the basis from which an alternative location is selected and prepared for emergency use to operate the priority applications.

Existing Project Status

This project to develop priority operations requirements will begin following the business continuity assessment. An RFP will be initiated to secure consultant assistance for the requirement development.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Accountability

The King County Technology Strategic Plan (Plan) includes a strategy to strengthen business continuity capabilities (B-4). This strategy calls for a plan that is currently underway through an OIRM project and means of implementing business continuity.

Department Technology and Business Plan alignment

This proposal aligns with the department's goals: Manage capital, human, information and technology resources to improve services and information sharing and Exercise responsible stewardship of county resources.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
53127 - IT Consulting Services			\$ 130,000	
TOTAL REQUESTED EXPENDITURE			\$ 130,000	\$ -

Budget Details – New Project

Double budget with operating fund transfer;

Transition fund and CX Overhead transfer from CX 10 to OIRM Capital fund 3771, project #377139.

TECHNOLOGY UNIFICATION PROJECT

Sponsor:	Paul Tanaka; David Martinez
Contact:	Caroline Whalen/(206) 296-3824
New Project #:	377138
Total Budget Impact:	\$242,000

Project Description

This project is Phase 3 of a four-phased initiative. This phase will develop a recommended strategy similar to the Human Resources Unification Project for technology functions and implement it in the Executive branch of county government. The King County Technology Strategic Plan (Plan) calls for a review of the organization of technology functions. The Plan identifies a diffuse structure of technology functions spread throughout the county, with each county department having at least one technology unit, some with multiple units. In addition, each separately elected official also has their own technology function. There is a minimum of standardization among these various functions, with only loose operational oversight, primarily through the Technology Governance Process. There is a great need to align the standards, processes and procedures throughout the county's technology functions, to ensure operating effectiveness and efficiency.

Outcome Measures

Utilizing a process similar to the Human Resource Unification Project, this proposal would use both consultant and county staff to implement the selected strategy that is developed in phase two the goal of which is reduce redundancy and produce a more efficient and effective technology structure that continues to meet core business needs.

Existing Project Status

King County currently does not know the total cost of technology. A previous phase (Phase 1) will produce that information. Phase 2 will develop criteria for consolidation/centralization and will explore opportunities for outsourcing technology functions. The Strategic Technology Plan identified the current IT environment as a diffuse structure with minimal standards and loose operational oversight. Savings associated with this project will result in reducing redundancy and deploying standards throughout the Executive Branch. The number of potential FTE reductions and specific savings are not known at this time.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Accountability

Reorganization should reduce the total cost of technology ownership. The Strategic Technology Plan documented deficiencies in the current technology environment related to a lack of enterprise-wide coordination of IT service delivery and identified opportunities to increase operational efficiency and responsiveness. Strategy D4: "Reorganize technology function around the County" was described as High Payback, Moderate Cost and High Level of Difficulty. The phased approach proposed is consistent with the consultant recommendations.

Department Technology and Business Plan alignment

This project aligns with the following department goals: Manage capital human, information and technology resources to improve services and information sharing and exercise responsible stewardship of county resources (Business Plan, page 1).

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Labor and Associated Costs			\$ 121,000	
Consulting			\$ 121,000	
TOTAL REQUESTED EXPENDITURE			\$ 242,000	\$ -

Budget Details – New Project

Double budget with operating fund transfer;

Transition fund and CX Overhead transfer from CX 10 to OIRM Capital fund 3771, project #377138.

DEPARTMENT OF EXECUTIVE SERVICES – FACILITIES MANAGEMENT DIVISION

REAL ESTATE PORTFOLIO MANAGEMENT SYSTEM

Sponsor:	Facilities Management Division
Contact:	Larry Wright/(206) 296-0652
New Project #:	377133
Total Budget Impact:	\$175,000

Project Description

The FMD was required by 2001 and 2002 legislative direction to improve real estate portfolio management. The proposed real estate portfolio management system will address a need for centralization in the County's real property asset management, as called for by the Properties Expert Review Task force (PERT) in a 2001 report to the County Council. Council accepted the report and adopted its recommendations.

The Real Estate Portfolio Management system will be a software database enabling real estate professional staff in several County Departments to record and track County real property assets, and will provide the information base for asset management, for analysis and decision making over asset retention versus disposition, and for analysis of asset valuation, marketability, and full life cycle costs. The system should be web based, using the County Intranet site.

The system will allow access to information that is currently not well organized or stored in a centralized manner. It will provide a system solution to the lack of a centralized approach to the analysis and decision-making involved in modern real estate portfolio management.

The project will acquire off the shelf software requiring minimal or no configuration to meet County business needs. Facilities will employ the services of a consultant to help an interagency technical comm.write system specifications and acquire and install the system.

Outcome Measures

Business outcomes will include: improved efficiency and effectiveness of portfolio management; more timely response to inquiries about individual county owned parcels; and enhanced acquisition, disposition, leasing, and other business activities of real property professional staff countywide.

Existing Project Status

Project is in early planning stages of the Business analysis phase. No appropriation request is anticipated in 2003, as project is expected to be funded by budget savings in participating departments (DES,DNR, DOT). No appropriation is anticipated for 2004 unless project were to be funded from CX "Transition" funds.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

The County does not have any existing portfolio management system. System would replace a decentralized in which property acquisition and disposition decisions are performed using manual methods to handle asset information.

Strategic Investments: Streamline business operations using cost-effective technology.

The purpose of any asset management system is to improve operational efficiency through improvements in information accuracy and availability. The use of off the shelf software will minimize system cost and help ensure the solution is cost effective.

Infrastructure and Operational Investments: Repairing or replacing defective or failing system.

PERT pointed out a lack of integrated, countywide decision-making in real estate portfolio management.

Department Technology and Business Plan alignment

Facilities Management Real Property Management section has several core businesses that this proposal may support, including property acquisition, disposition (including surplus), leasing, and property management. The technology will improve the speed and accuracy with which decisions are informed and acted upon with respect to portfolio management. Since this system is intended to be used by real property staff in several departments, the real property related business lines of those departments should be similarly affected and enhanced.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Consulting, software/hardware and implementation costs			\$ 175,000	
TOTAL REQUESTED EXPENDITURE			\$ 175,000	\$ -

Budget Details – New Project

Double budget with operating fund transfer;

Transition fund transfer from CX 10, a seven-agency allocation will be collected with the OIRM Rates to OIRM Capital fund 3771, project #377133.

DEPARTMENT OF EXECUTIVE SERVICES - HUMAN RESOURCES MANAGEMENT

CONSOLIDATED DATA WAREHOUSE

Sponsor:	DES – Human Resources Management
Contact:	Pamela Harding/(206) 205-6280
New Project #:	377132
Total Budget Impact:	\$242,090

Project Description

In 1996, King County and the former Municipality of Metropolitan Seattle (Metro) merged. The two organizations used separate and distinct Human Resource (HR) and Payroll operating systems (Metro used ISI and King County used MSA). King County began the process to combine both HR and Payroll systems data into one combined system using PeopleSoft. In early 1998, the PeopleSoft project scope changed to convert only those organizations solely reliant on the ISI Payroll system and further conversion from MSA was put on hold. A single source of combined Human Resource data is still required.

Since a single source of combined Human Resources does not exist, the Human Resources Division (HRD), the HR Community in straddle agencies, the Budget Office and other appropriate agencies attempt to develop their own source of current and historical HR information from both HR/payroll systems. Thus resulting in duplication of efforts and resources without any assurance of consistent data results from the different King County agencies.

An internal Human Resources project team will develop a data warehouse using a SQL Server environment to provide a single, integrated source of MSA and PeopleSoft HR data. The data will be hosted by ITS in a central repository for the County HR community. The County HR community will be able to access this data for analysis, or utilize the database as a source for applications such as dynamic websites and other front-end tools like Microsoft Access.

The proposed project would involve a three-phased approach:

2003 Department Level Development:

- In order to meet the County HR basic needs, planning and development of a working model for this project will be created in 2003, so that current and essential Human Resources Department core business processes can function until CDW is available to the County HR Community in 2004.
- Preparatory work and recruitment effort for a development team should be done in Q4 2003, so that the project is ready to commence once funding is approved and released in Q1 2004.

County Wide Development Phase:

- As identified by the Human Resources Unification Project, the HR Information Management process team will oversee the responsibility for managing the development of the CDW, thereby maximizing the technical and business resources involved in design, development, testing and implementation of this project.
- This phase of the CDW will follow project management methodology and activities needed to occur during the life of an information technology project at King County.
- The Human Resources Division (HRD), the HR Community in straddle agencies, the Budget Office and other appropriate agencies needing access to a single source of current and historical HR information from both HR/payroll systems will participate throughout the process as customers and business partners.

Post Implementation Phase:

- This phase will continue until a single source of combined Human Resource data system is available from PeopleSoft.
- Implementation of an Information Request/Change Management process will be created to comprehensively manage not only changes planned and unplanned to the Consolidated Database Warehouse, but also to manage requests for information planned and unplanned.

Outcome Measures

The CDW will provide an updated repository of combined MSA, ISI Legacy, and PeopleSoft transaction data. The CDW will make HR information available to users in an accessible and documented format. After all King County is operational on a single HRIS, the CDW will maintain a historical HR data source for King County.

The CDW project will incorporate countywide database standards and adherence to open standards. A project manager will need to be funded for this initiative. This project is at an early stage of planning and details related to information technology standards are not all available at this time.

The CDW will provide access to a variety of information that is not currently available from a single source, including all information needed to administer all HR functions and processes as well as providing measurement and audit capabilities that are difficult and time consuming to obtain.

The Consolidated Data Warehouse (CDW) will:

- Create a single repository of reliable, accurate and secure HR data for decision-making and overall HR management until a single payroll system is implemented.
- Provide Human Resources Division (HRD), HR Community in straddle agencies, the Budget Office and other appropriate agencies with a validated source of current and historical HR information from both HR/payroll systems.

Existing Project Status

This is not an existing project.

Existing Technology Environment and Alignment with Strategic Technology PlanPrimary IT Goal: Accountability

This project will allow the strategic investment of enabling the county HR function to achieve the business objectives identified in the Human Resources Unification Project. Examples of these objectives include: annual Open Enrollment, an Affirmative Action Plan to justify millions of dollars in federal grant and operating funds, business and organizational redesign efforts, tracking of temporary employees, pending layoffs, Class/Comp initiatives, collective bargaining negotiations, and the ability to provide support data for lawsuits (e.g., Logan/Knox).

Additionally, the CDW will provide the ability to streamline business operations using cost-effective technology, and to leverage existing investments in both MSA and PeopleSoft by providing reliable, accessible and secure information so that managers, Human Resources practitioners, and employees have the information they need to make and implement timely, informed decisions in King County. This database would also minimize duplication of HR data and the work effort to create such data, and associated costs.

Department Technology and Business Plan alignment

The CDW meets the Department of Executive Services goals in the following areas:

- Maintain and enhance a highly skilled workforce reflecting the diverse community we serve by providing the tools and data needed to allow HR practitioners to effectively provide HR services to our customers.
- Manage capital, human, information and technology resources to improve services and information sharing.
- Exercise responsible stewardship of county resources.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
1485 8244 PPM III (1.00 TLT for 3 years)	60,798	18,706	\$ 79,504	
1485 8547 ISP III (1.00 TLT for 1 year)	56,623	18,270	\$ 74,893	
1485 8546 ISP II (1.00 TLT for 1 year)	56,623	18,270	\$ 74,893	
1485 ITS Database Hosting			\$ 12,000	
1485 Data Backup & Disaster Recovery			\$ 800	
TOTAL REQUESTED EXPENDITURE			\$ 242,090	\$ -

Budget Details – New Project

Double budget with operating fund transfers;

Transition fund and CX Overhead transfer from CX 10 to OIRM Capital fund 3771, project #377132.

DEPARTMENT OF EXECUTIVE SERVICES - INFORMATION & TELECOMMUNICATION SERVICES

MAINFRAME UPGRADE

Sponsor:	Kevin Kearns, ITS Director
Contact:	Bob Quick/(206) 296-0664
New Project #:	378207
Total Budget Impact:	\$272,000

Project Description

The IBM S/390 Mainframe CPU platform that King County currently utilizes is over 6 years old, and is currently at the highest Operating System (OS) release that this platform is capable of running (OS/390 V2R10). IBM is discontinuing support for this OS on this platform as of September 30, 2004.

In addition, maintenance costs for the current system are increasing as the equipment gets older. ITS has done a business case evaluation to compare the costs of keeping the existing CPU platform against purchasing and operating a new system. The data shows that a new IBM Z800 series system could be financed over a 5 yr period at equal to or lower monthly cost than keeping the existing, older hardware.

ITS/ADSS provided input regarding the status of current applications on the mainframe; very few of them are in the process of re-hosting to alternative platforms, or have plans to do so in the next 5 years. Many of the efforts that are in progress are still in planning stages and are either not funded or only partially so. Any changes to most Financial and Tax applications would also be tied to the Financial System Replacement.

Efforts were made to get an estimate of what it would cost to purchase maintenance on an unsupported OS. There is no standard fee for such service, it would be a negotiated custom contract. IBM's estimate for custom support for OS/390 2.10 after normal support ends (September 2004) is \$20,000/month. In order to meet target completion dates, planning for this project must begin in 2003, so that the system can be procured early Q1 2004.

The proposed changeover would involve a phased approach:

Preparatory work:

- The current system needs to migrate from "compatibility" mode to "goal" mode running IBM Workload Manager, prior to the platform change. This migration can be implemented in 2003 utilizing existing staff and training can be handled using 2003 training funds.
- The verification effort for software product version compatibility with z/OS needs to continue. Any software product upgrades required to be ready for migration to z/OS would occur in 2003/early 2004.
- Preparatory work on the bid documents should be done in Q3/Q4 2003, so that it is ready to be released once funding is approved.

Phase I, Hardware Platform Migration:

- The new hardware would be brought up in parallel with the older system in a pre-production mode so that testing can occur.
- The current OS and applications would initially be ported directly to the new machine, lowering the risk involved in the transfer by limiting concurrent changes.

- The current CPU includes 144 GB of internal disk storage. The new mainframe will be a combination of a z800 CPU platform and a used ESS disk array (also called a "Shark"). The transfer of files from the internal storage to the new external storage must occur prior to the CPU platform change.
- After testing is complete, Production operations would be switched to the new platform. This is the similar process used in previous hardware upgrades to the mainframe; it would typically occur overnight and should be transparent to the users.

Phase II, OS/390 to z/OS Migration:

- After the new platform is running and stable, ITS will then proceed with the upgrade to the more current Z/OS operating system. This must be completed well before the September 30, 2004 cutoff, so that the County is not operating Production systems in an unsupported environment.
- This Phase will involve a systematic, planned testing effort. The z/OS can be brought up in a separate test environment on the new machine, so that applications and devices can be tested and any issues resolved.
- Once all testing is complete, the z/OS operating environment will be brought on line as the production OS.

Outcome Measures

- The County will continue to run its mainframe applications on a high reliability/high availability system, but on a supported operating system.
- Monthly maintenance costs would decrease with the newer hardware and associated software licensing costs.
- The hardware upgrade can be done with minimal changes to existing software applications.
- The newer system will allow King County to upgrade to newer versions of software when needed.
- The new system would also be capable of running Linux operating systems, independently of the mainframe OS. This capability would allow the County to run multiple instances of "virtual machines" (e.g., web servers, file/print servers) on a single, highly reliable platform.
- This would also provide an opportunity to consolidate multiple smaller servers onto a larger platform, where it makes sense to do so.
- Minimal training and familiarization for OS and applications support staff should be needed.
- This project will replace the existing IBM mainframe CPU and its associated internal disk, while maintaining use of the remaining mainframe peripherals, instead of a complete "forklift" upgrade; this is cost effective stewardship of County resources.

Existing Project Status

Business case analysis will be completed and validated by the end of 2003.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

Strategy C1. Standardize technology including infrastructure, hardware and applications software: IBM is a world-class leader in standardized, high reliability/availability products. This upgrade will provide the County with a standardized system that is supportable, as well as providing an increase in hardware capacity and performance. This standardization allows us to replace the existing IBM mainframe CPU and its associated internal disk, while retaining use of the existing mainframe peripherals.

Strategy C2. Standardize Web-based technology used on the intranet, Internet and extranet: The IBM Z800 series can run multiple instances of Linux in a single processor that allows may basic IT applications (e.g., file/print serving, web serving).

Strategy C3. Standardize County technical approach for application integration: This platform supports the use of IBM's wide array of software products that can help implement this type of application integration.

Strategy C5. Consolidate hardware around the County: The capability to run multiple virtual machines on a single standardized platform could provide opportunities for server consolidation.

Department Technology and Business Plan alignment

- Ensure stable, reliable and available information and technology resources to provide a strong production environment.
- Provide first-rate customer services at competitive rates.
- Develop, integrate and maintain systems and business applications for customers (Finance, LSJ, Assessor, Elections, etc.)

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Loan-in Labor ADSS			\$ 192,000	
Loanon Labor T&O			\$ 75,000	
59xxx Contingency for the project			\$ 5,000	
TOTAL REQUESTED EXPENDITURE			\$ 272,000	\$ -

Budget Details – New Project

Double budget with operating fund transfer;
ITS Operating fund 5531 to ITS Capital fund 3781, project #378207.

ASSET MANAGEMENT SYSTEM FOR COUNTYWIDE NETWORK & INFRASTRUCTURE EQUIPMENT

Sponsor:	DES - Paul Tanaka, Caroline Whalen; ITS – Kevin Kearns
Contact:	Chris Richards/(206)205-1379
New Project #:	378208
Total Budget Impact:	\$147,000

Project Description

King County ITS does not currently have a centrally located, electronically-based capability to track equipment location, or depreciation value of equipment on the County's Wide Area Network. The need for this capability arose as part of the ITS Equipment Replacement Project. Following is an excerpt from the **Executive Summary** of the *Enterprise-wide Information Technology (IT) Infrastructure Equipment Replacement Plan* relating to the recommendation that ITS acquire and manage an Asset Management system.

“A third key recommendation is that the county needs to conduct a comprehensive physical inventory of existing network electronics equipment, establish an asset management system and allocate reasonable staffing levels to support that function. This will not only assist the county in the management of the physical assets of ITS, but ensure that sufficient audit controls are in place to successfully manage all of the assets owned by the county.”

This project focuses on addressing asset management needs for enterprise-wide equipment bought and managed by ITS. There is a larger, county-wide asset management initiative that will address asset management needs at the county-wide level. It is expected that the solution for ITS will align with the county-wide asset management initiative.

Outcome Measures

The value of the enterprise-wide equipment managed by ITS exceeds \$4.4 million dollars. The purchase of an asset is only a fraction of the total cost of ownership (TCO) of the asset over the asset's lifetime of use. An asset management system reduces an asset's TCO by eliminating costs associated with duplication of assets and ensuring that all assets are utilized appropriately.

Additionally, an appropriately implemented and managed Asset Management System for enterprise-wide equipment bought and managed by ITS will provide:

- Data to build equipment replacement recommendations for discussion in the County's governance process
- Inventory tracking in real-time so that management is able to make equipment replacement decisions are based on facts rather than supposition
- Depreciation values for equipment for use in the budget and replacement discussions.

Existing Project Status

N/A.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

Strategic Investments:

- *Streamline business operations using cost-effective technology:* An effective asset management system combined with early and effective dialogue with client agencies regarding their IT needs will support making strategic enterprise infrastructure purchase decisions.

Infrastructure and Operational Investments:

- *Repairing or replacing defective or failing system:* As confirmed by the consultant, ITS currently lacks the tools to monitor equipment status and location for key enterprise-wide equipment. Accurate data is difficult to obtain since equipment information has been tracked manually and equipment lists are out of date.
- *Preventing disruptions to business operations:* One of the main benefits of the system will be more consistent support of the County's frequently changing business requirements. The Asset Management System will provide accurate information, allowing equipment replacement decisions to be made efficiently and effectively.

Department Technology and Business Plan alignment

This initiative is consistent with the DES goal of exercising responsible stewardship of county resources and is also consistent with the ITS mission - *To create, manage, and support information and technology solutions to improve services for our customers. DES/ITS will develop ITS' Technology Plan for the 2005 budget development.*

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Procure Recommended Asset Management System			\$ 35,000	
Install, Configure, Test, Populate, Validate, and Accept using the Peoplesoft Alliance Partnership			\$ 75,000	
Conduct Physical Inventory Update and Reconcile Data from Physical Inventory with Data in Asset Management System			\$ 30,000	
59xxx 5 % Contingency			\$ 7,000	
TOTAL REQUESTED EXPENDITURE			\$ 147,000	\$ -

Budget Details - New Project

Double budget with operating fund transfer;
ITS Operating fund 5531 to ITS Capital fund 3781, project #378208.

TELEPHONE BILLING SYSTEM IMPROVEMENTS

Sponsor:	Paul Tanaka and Caroline Whalen, DES; ITS – Kevin Kearns
Contact:	Chris Richards/(206)205-1379
New Project #:	378209
Total Budget Impact:	\$344,000

Project Description

ITS currently spends just over \$236,000 annually in the receipt, validation, management, and "pass-through" of telecom vendor invoices. This high cost is due to the nature of the current process: manual (little to no automation), paper-driven (thousands of paper invoices processed monthly), and labor intensive (thousands of paper invoices opened, reviewed, and copied).

ITS plans on working in partnership with a consultant, via the RFP process, to implement system enhancements. System enhancements include:

- Add an interface to TBS allowing TBS to receive electronic billing data from as many of the County's large telecom vendors as possible and streamline the data entry process of the small vendors who are not able to provide data electronically.
- Evaluate and improve upon the existing TBS reporting tool.
- Add a business logic tool that allows customers to access telecom billing data electronically (until the RFP process is complete, it is unknown if this enhancement will be completed during the initial enhancements or if it will be added once the above mentioned enhancements are complete).

Additional telecom needs are emerging as a result of the Network Infrastructure Optimization project, such as the need to monitor traffic on PBX trunks and to more actively manage the use of T-1 and T-3 circuits. These emerging needs are outside the scope of the Telephone Billing System Enhancements Project.

Outcome Measures

The following outcomes are expected for this project:

- Reduce the labor costs associated with processing telecom vendor invoices. (ITS spent approximately 6,600 hours on this effort in 2002).
- Improve the content and quality of the monthly billing summaries sent to the County's telecom coordinators, which will in turn provide the County's telecom coordinators a more useful tool in tracking and managing their telecom resources.
- Eliminate the amount of dual-entry and re-work that is part of the current system.

Existing Project Status

N/A.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Customer Service/Access

Strategic Investment: *Leverage existing investments* and **Infrastructure and Operational Investment:** *Repairing or replacing defective or failing systems:*

- Rather than replace TBS with a costly new billing management system, this project enhances existing technology (TBS) to align with current business needs and industry practices. Once this project is completed, TBS may also be capable of taking on additional ITS billing functions, further streamlining ITS billing processes.

Strategic Investment: *Streamline business operations using cost-effective technology:*

- Accepting vendor data electronically and displaying customer billing data via the web are two important and cost-effective improvements this project proposes. Interfaces and business logic are two common, cost-effective approaches to enhancing and leveraging existing technologies.

Strategic Investment: *Achieve direct cost saving over the cost of current operations*

- ITS currently spends \$236,000 annually on a paper-driven, labor-intensive process. The enhancements proposed by this project will result in a more unified, automated process, and reduced operational support costs.

Department Technology and Business Plan alignment

Exercise responsible stewardship of county resources (DES Department Goal). ITS currently spends \$236,000 annually on the processing and managing of paper telecom vendor invoices and production of TBS billing summaries for County agencies. The proposed enhancements are expected to reduce labor costs by up to one-half of the current level.

Modify and improve ITS business processes to improve our own efficiency and effectiveness (ITS Division Goal). The proposed enhancements will result in a more unified, automated process that is less expensive to maintain and provides reporting to allow county agencies to more closely monitor their telecom assets and costs.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Audit of Telecom data (reported v. actual)			\$ 50,000	
Requirements Validation			\$ 15,000	
Analysis and Design			\$ 30,000	
Procure Interface Solution			\$ 60,000	
Implement/Integrate			\$ 60,000	
Test/Validate/Accept			\$ 65,000	
ADSS support during entire project			\$ 40,000	
59xxx 7.5% Contingency for the project			\$ 24,000	
TOTAL REQUESTED EXPENDITURE			\$ 344,000	\$ -

Budget Details – New Project

Double budget with operating fund transfer;
ITS Telecom operating fund 5532 to ITS Capital fund 3781, project #378209.

DEPARTMENT OF EXECUTIVE SERVICES – RECORDS, ELECTIONS & LICENSING SERVICES

REALS EQUIPMENT REPLACEMENT

Sponsor:	Caroline Whalen and Kevin Kearns, DES
Contact:	Walt Washington/(206) 296-0992
Existing Project #:	377117
Total Budget Impact:	\$150,658

Project Description

This proposal supports the document recording and public records management process in the Recorder's Office and represents the planned replacement of aging and worn-out equipment. The plan includes the replacement of monitors, PC's, scanners and other miscellaneous equipment. The equipment replacement planned in 2004 will be managed internally by Record's staff who have the training and experience necessary to configure and deploy the equipment. The project will proceed following development of and approval for a plan, taking into consideration the process used in 2003 and incorporating any prudent changes in practice, and a funding release is authorized by the PRB.

Outcome Measures

It is expected that with this equipment the Recorder's office will gain additional reliability minimizing the risk of lost productivity and maintaining a high level of customer service. The new flat panel technology will provide a more work healthy environment for staff at the same time increasing viewable screen space, an improvement over the 21" CRT screen, allowing users to reduce keystrokes and mouse actions in order to view side by side documents when reviewing scanned images for quality control. This will help both for quality and efficiency and will facilitate a better final product. The printers and scanners will help maintain workflow and minimize unproductive time. Since this is the replacement of existing equipment, all of which will be nearly five years old, the efficiencies of faster, better and less costly technology will likely increase productivity. Implementing this project will help avoid increases in the cost per document recorded in so much as they are related to a lower productivity.

Existing Project Status

This is to replace equipment using the existing project in the OIRM Capital fund.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

Thanks to market conditions and the advancements in PC and peripheral device technology, equipment purchased today is faster, better and comparatively less expensive than the equipment available in 1999. This equipment replacement project will ensure the benefits achieved through the investment in the Open Access Recording System will continue to meet the business needs leveraging technology to increase efficiencies and the quality of service. This equipment replacement project will also help prevent disruption to business operations that impact the Recorder's office workflow and cost, as well as customers of the Recorder's Office.

Department Technology and Business Plan alignment

This request is directly related to the core business function of providing recording services, and is in line with the Division goal of utilizing technology and other means to provide high-quality, responsive customer service. This proposal relates to the Department goal of exercising responsible stewardship of county resources, and managing capital, human, information and technology resources to improve services and information sharing. Planned replacement of the equipment and tools critical to the provision of recording services is essential to meeting the needs and expectations of our customers. Failing equipment causes unnecessary delays, increased backlogs and higher costs for King County and potentially Record's customers. These would directly effect the cost per recorded document and the number of documents recorded. Performance indicators for the Recorder's office measure both cost per recorded document and the number of recorded documents.

This plan is also in line with the guiding principles identified in the Strategic Technology Plan. This proposal will be evaluated through a central review process, the project will facilitate effective and efficient service delivery, utilize standard off-the-shelf equipment, continue the commitment to reliable and secure public access, maintain and enhance business process improvements and support privacy and security interests.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
52380 Replacement label and receipt printers, and misc. equipment			\$ 26,993	
56740 Replacement monitors and printers			\$ 123,665	
TOTAL REQUESTED EXPENDITURE			\$ 150,658	\$ -

Budget Details – Existing Project

Double budget with operating fund transfer;
Operating fund Recorder's O&M 1090 to OIRM Capital fund 3771, project #377117.

2004 Proposed Budget: \$150,658
Prior Year Appropriations: \$130,712
Total Proposed Project Budget: \$281,370

ELECTIONS MANAGEMENT/VOTER REGISTRATION SYSTEM

Sponsor:	Paul Tanaka
Contact:	Dean Logan/(206) 296-1540
New Project #:	377140
Total Budget Impact:	\$2,785,457

Project Description

This project will address the current challenges in conducting elections created by the existence of multiple interrelated business applications operating from two different operating platforms and three different development platforms. An election management system is critical to every major activity leading up to and following an election. The only other mission critical system involved in the election process is a ballot tabulation system that is dependant on data from an election management system to function. In addition, the federal Help America Vote Act (HAVA) requires King County to have in place a voter registration system compatible with a newly required centrally based statewide voter registration database. Voter Registration is the primary component of an election management system; however, there are currently no less than eight other ancillary applications that are, in and of themselves, mission critical.

Several of these applications were designed and implemented many years ago and employ development platforms or techniques not commonly used since the 1980's. Other applications were developed as business needs arose on an adhoc basis or to meet temporary short term interface needs between the mainframe based voter registration and precinct/jurisdiction management systems and the client-server/Windows based ballot tabulation system implemented in 1998. The county embarked on a complete system replacement in the late 1990's. While the project was a success with respect to implementing a ballot tabulation system, the desire and intent to incorporate an integrated voter registration/election management system was unsuccessful. Fortunately, most of the funds earmarked for the system, including a substantial accrual of interest earnings, remains in the project fund and is available to support this project.

The current systems used by the Elections Section perform the business function for which they were written. However, the election process is very complicated and the lack of integrated systems means that manual processes must be relied upon to ensure that all of the steps are successfully done in the correct order and at the correct time in the election cycle. There are minimal system checks and balances between the existing systems to ensure that all prerequisite processes have been successfully completed.

This project will address the need to manage voter and election related data in a dynamic and flexible system compatible with the existing electronic ballot tabulation system and with a statewide voter registration system.

The approach to accomplishing this project has yet to be finalized. However, it is clear the theme underlying these efforts must be to focus on legal requirements, processing efficiencies, and future flexibility. A dedicated team of solutions-oriented elections, business, and systems professionals will be drafted to help successfully implement this project. This team will be unencumbered by existing business processes and ultimately charged with developing new processes developed around a new system with limited opportunity for customized application development. This project will commence following OIRM authorization and must be fully implemented with thorough testing of each component, an integrated system quality assurance process completed, and a fully trained staff no later than June 30, 2004 in order to have an acceptable level of risk to use the new system in the September 2004 State Primary.

The team will be responsible for determining the system requirements/specifications, evaluating electronic systems available in the marketplace, recommending an application solution(s), developing business process instructions, training, and implementation.

This project is being proposed with a very demanding and challenging scope and timeframe, and failure to succeed is not an option. It is therefore important to note several of the critical success factors at the very outset of this project. They include:

- Clearly defined scope of project
- Adequate resources
- Realistic schedule
- The system must be chosen and the work started before the end of 2003.
- All decisions must be made quickly and decisively.
- The vendor must provide the bulk of the resources for data conversion and data scrubbing.
- The staff assigned (especially from the Elections Section) must be our best and brightest; people who:
 - have in-depth knowledge of the legal requirements for elections,
 - have an excellent knowledge of the current business practices,
 - have a clear picture of the volume of various activities and processes, and
 - have a commitment to remaining open to different ideas and new ways of doing business.
- The need to work closely with other jurisdictions when implementing the desired system. Other Washington State jurisdictions can supply ideas for accommodating state regulations. Out-of-state jurisdictions of a similar volume and with similar experiences can help in what has and has not worked.

Outcome Measures

- This project will standardize on one platform the many sub systems of a fully integrated elections system.
- This project will eliminate manual interface tasks needed currently to integrate the various sub systems.
- This project will implement an elections management system that is compatible with the existing ballot tabulation system.
- This project will implement an elections management system that is fully compatible with the statewide centrally based voter registration database.
- This project will put in place an elections system that meets HAVA requirements.

This project will result in new ways of getting the work done legally and efficiently and in as much as possible, via automated processes.

This project will eliminate the need to maintain mainframe-based applications; however, the dollars saved will need to be reprogrammed to purchase systems support from the successful application vendor. The savings/cost will likely offset each other resulting in zero O&M cost savings. There is no known case where the operation and maintenance costs of a client server system have been less than that of a comparable mainframe system. However, the responsiveness, flexibility, and ease of accessing data can make up for the additional costs. In addition, over the years the mainframe system has been modified to improve performance and efficiency of operations for elections. Some of these modifications have automated processes that were time consuming. It is possible that additional Election Section staff will be needed until changes to the selected system can be made to resolve possible bottlenecks in King County's operation.

Existing Project Status

The county embarked on a complete system replacement in the late 1990's (Project 344201). While the project was a success with respect to implementing a ballot tabulation system, the desire and intent to incorporate an integrated voter registration/election management system was unsuccessful. Fortunately, most of the funds earmarked for the system, including a substantial accrual of interest earnings, remains in the project fund and is available to support this project.

Increased risk of not meeting the federal HAVA requirements and an increased risk of choosing a system that cannot be made to meet the legal requirements and business needs of the Elections Section

Given all of the resources (staff, time, monetary) and legal constraints, the focus should be to select a system and a vendor that will provide the lowest risk for a successful implementation and integration of a new election management system. The system chosen may not be the best, nor the cheapest. It does need to be successfully implemented.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Customer Service/Access

Proven client/server hardware and Windows-based software technology will replace election related applications that now reside on the County's mainframe computer or an offshoot system within Elections. This project is aligned with the six strategies outlined in the Strategic Technology Plan.

1) Central Review and Coordination of Information Technology. This project is expected to be reviewed through the OIRM review and approval process. Acquiring a system to meet the needs of the Elections Section will not, based on the specialized nature and responsibilities of the Division, duplicate efforts already in existence or planned to be in the future by other King County organizations. However, some of the data collected for purposes of managing a voter registration database will continue to be a source for other county business needs where permissible by law. Managing this data in a more flexible system will likely facilitate greater and more efficient use by other County agencies, leveraging labor impacts and minimizing data entry and other costs.

2) Information Technology Enables Effective and Efficient Service Delivery. Administering elections requires the use of electronic tools and data from more than eight separate applications. From Candidate Filing, Ballot Design, and the Ballot Order to Ballot-on-Demand, Election Results and the Canvass Reports, electronic applications are what enable elections to take place in King County. A new Elections Management System, sharing a common platform with the Ballot Tabulation System, and a new set of electronic tools will eliminate technical obstacles that currently increase complexity and reduce efficiency. A new system will help simplify an already complex process, and while it is not a panacea for all of the challenges facing King County Elections, it will help increase effectiveness and efficiency.

There are, within the market place, limited providers of electronic elections management and/or voter registration systems. Election software, a niche in the software industry, is represented by only three or four national organizations. This highly proprietary arena limits the number of alternatives available for consideration. Since replacement of the current system is inevitable given the new HAVA requirements, the only viable alternative to one of the four vendor options is to custom develop a system to meet the specific needs of King County. Aside from the fact that a proposal to build a custom King County system is not particularly in line with the Guiding Principles for Technology Projects in King County, such a system would be considerably more costly, and require significantly more time to develop, than one provided by a private vendor. In addition, best practices developed through years of research, development, and working with election officials throughout the country, would be much more difficult to incorporate if a customized approach were to be selected.

3) Information Technology Standards. Ballot tabulation and election management systems are closed code and/or proprietary systems in part for election security, but also to protect the vendor's commercial intellectual property interests. The Office of the Secretary of State will establish outcome requirements for new election management systems, including the requirement that they must be compatible with a statewide voter registration database. From that perspective, these are vendor-dependent systems, and the goal of a more independent system, is nearly impossible to achieve unless a custom designed system, at a significantly greater cost and increased risk, is considered. This could also be viewed as a risk to the County. Being dependent upon a vendor to provide what the Government must provide its citizens could be viewed as a high risk in itself. Vendors can go out of business and thus leave the county unsupported. To mitigate such risk the county would require all source code to be placed in escrow so that the system could continue to be supported in the event of the vendor dropping support. Unlike the equipment associated with ballot tabulation systems, the equipment used with election management systems depend on readily available, off-the-shelf, desktop hardware that can be obtained from a variety of independent vendors in the market place. The hardware purchased as a part of the 2003 Elections Supplemental Appropriation will be compatible with a new system.

King County Elections does not have an equipment replacement plan in place, though there is clearly a need to develop one as a long-term planning and strategy tool. What is unclear is exactly what such an equipment replacement plan would look like since there is no approved countywide standard template or format for such a plan. Nevertheless, an equipment replacement plan needs to be developed to incorporate recently purchased equipment and future acquisitions. It should also be developed more as an asset management plan including both hardware and software to be most effective in the planning and managing process. The past few weeks have demonstrated the need for the Election Section to have a redundant infrastructure and the ability to operate as a stand-alone operation in order to have an acceptable level of risk in meeting the legal requirements and public and political expectation of election processing and reporting. Redundancies need to be in place for:

- Infrastructure and infrastructure support

- Hardware and hardware support
- Systems and systems support
- Business processes
- Knowledgeable business supervisors and leads

4) Access to Information and Service. The Division is already creating ways to place more information on the Web, increasing access to both election-related data as well as voter related information. A new system, with modern, web-based interfaces and tools for navigation, will facilitate even greater opportunities to increase access. The selected system will likely not be Web based, outside of the Web based interface options provided to the public. Web based systems create performance and security issues, increased infrastructure support requirements, and in addition, the current perception is that Web-based systems are less secure and more vulnerable to being compromised.

5) Business Process Improvement. The implementation of a new system is a unique opportunity to completely redesign internal business processes from beginning to end, maximizing the yield on the investment by leveraging automated systems to their full potential right from the start. Best practices not already implemented into the workflow will be sought out and incorporated. An advisory team of external elections and business process professionals will be formed to help ensure identification and consideration of these best practices. In addition, consideration should be given to including in the contract provisions for business process development and training in order to fully leverage the experience of the system provider.

To help ensure implementation success, this project should employ the help of experienced change management practitioners to help facilitate staff ownership and a collective commitment to progress and success.

6) Privacy and Security. Privacy of voter information not subject to public disclosure is a critical requirement for any voter registration system. In addition, security measures that include a robust internal audit trail with clear and easily accessible tools is a mandatory design specification.

Department Technology and Business Plan alignment

MISSION: To provide King County agencies, municipalities and the public with high quality, general government services.

VISION: DES serves as a model for providing county government services.

GOALS:

- Identify and meet changing customer requirements.
- Manage capital, human, information and technology resources to improve services and information sharing.

DIVISION MISSION: To provide innovative, responsive and accessible records, elections, licensing, and animal control services for the public, local governments, County agencies and our business customers.

DIVISION GOALS:

- Promote and facilitate compliance with laws and regulations to ensure voter enfranchisement, public safety and animal welfare.
- Utilize technology and other means to help provide high-quality, responsive customer service at reasonable costs throughout the Division.

PERFORMANCE MEASURES:

- Percentage of absentee ballots mailed within statutory requirements
- Percentage of voters who vote absentee by election
- Percentage of on-time election reporting

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
51000 Project Management Team			\$ 1,031,275	
56740 Hardware			\$ 207,900	
56740 Software			\$ 595,000	\$ 200,000
56740 Software Design			\$ 75,000	\$ 15,000
56000 Network Costs			\$ 63,900	\$ 25,000
53000 Training & Change Management			\$ 27,625	
59000 Contingency 22% Overall				\$ 400,000
Project Management Team Contingency			\$ 444,682	
Hardware Contingency			\$ 23,100	
Software Contingency			\$ 255,000	
Software Design Contingency			\$ 50,000	
Network Costs Contingency			\$ 7,100	
Training & Change Management Contingency			\$ 4,875	
TOTAL REQUESTED EXPENDITURE			\$ 2,785,457	\$ 640,000

Budget Details – New Project

Double budget with operating fund transfer and tech bond fund transfer; Transition fund transfer from CX 10 and Elections Tech Bond fund transfer from 3442 to OIRM Capital fund 3771, project #377140.

2004 Proposed Budget: \$2,785,457
 Prior Year Appropriations: \$783,580
 Total Proposed Project Budget: \$3,569,037

In 1997, the County Executive proposed and the County Council approved the sale of councilmatic bonds to purchase and implement an elections management and voter registration system. While the voter registration project was not successful, most of the voter registration project funds including a substantial amount of interest earnings remain available in the Elections project fund. This project is compatible with the scope and intent of the original project, and to the benefit of the public, there are more solutions available today than there were six years ago.

Following the passage of the Help America Vote Act, it is anticipated that Congress will appropriate funds to enable local jurisdictions to meet compliance requirements. It is possible that King County could apply for and may receive via the Office of the Secretary of State, grant funds in support of a new voter registration systems. It is unlikely this will fully offset the cost of a new system in King County, but it may help offset some minimal amount.

The contingency for this project must be higher than normal. Elections are one of the few processes in the County that have real and true "drop dead dates". The county does not have the ability to postpone an election for a week or two until the final bugs are worked out.

DISTRICT COURT

ELECTRONIC COURT RECORDS EXPANSION

Sponsor:	District Court
Contact:	Donna Brunner/(206)296-3426
New Project #:	377134
Total Budget Impact:	\$1,263,914

Project Description

KCDC will scan all incoming documents into a document management system. An interface between the document management system and the case management system will offer some efficiencies in reduced data entry. Once the documents are scanned, they can be destroyed pursuant to an agency schedule. Paper files will be eliminated as well as the need to file each piece of paper received by the court. The project offers benefits to both the Prosecuting Attorney as well as to Superior Court. Those benefits include the ability to access documents needed to fulfill requests for discovery and the ability to transfer appeals and DV cases in a timely manner to the Department of Judicial Administration.

District Court will reclassify 2.00 existing FTEs (1.00 ECR Database Administrator and 1.00 ECR Technician) for this project as the internal contribution. The Court will leverage off of existing technology being used in Superior Court for ECR in addition to contracting for system modifications to meet the District Court needs. The court has already begun stage 1, which is process mapping for all documents that would be stored electronically. Stage 2 will entail customization of the software and purchasing the hardware. Stage 3 will be testing which will be done in November and December of 2004. Go live date for the system is scheduled to be January 1, 2005.

Outcome Measures

The following outcomes are expected from this project:

- Greater access to court files for members of the criminal justice community and the public
- Improved workflow and clerical efficiencies
- Reduction of filing and file folder costs
- Reduction of storage needs

Existing Project Status

N/A.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Customer Service/Access

Streamline business operations using cost-effective technology: Scanning of court documents allows for processing those documents in any one of the court locations rather than having to process all paperwork at the point of origin.

Achieve direct cost savings over the cost of current operations: Currently the District Court spends approximately \$50,000 per year on file folders and banker boxes for storage. Elimination of these is a direct cost saving. Due to mergers, storage space for physical files has become increasingly difficult. We have had to purchase storage containers to house all the file folders from the Federal Way facility. The containers are located in a parking lot in Kent now.

Leverage existing investments: By leveraging the technology already in place in the Superior Court, the District Court is eliminating the need to purchase a complete system.

Department Technology and Business Plan alignment

District Court's Technology Vision Statement has three main points, all support this project:

- Improve the effectiveness of court work processes;
- Enhance the quality of the Court workplace; and
- Increase public accessibility to court and justice system services.

District Court's has 14 Principals and Goals for Guiding the Acquisition and Use of Technology, 12 support this project:

- Enhance court operations, including case management, revenue collection, communication and accounting through the use of computer-based systems.
- Ensure easy public access to court information using technology that requires little or no training and is available in public places throughout King County.
- Ensure that customer data will be collected and entered only once, as close as possible to the collection point.
- Ensure that District Court data will be accessible without delay.

- Ensure that public technologies can be used by the poor and disadvantaged, are accessible to persons who are physically disabled, that they provide multilingual access, and can be used by those who are challenged by information technologies.
- Protect non-public information with appropriate security and privileged access.
- Preserve the integrity of judicial information within the new context of information technology applications.
- Identify and utilize emerging information technology applications, such as expert systems, to support individualized judicial decision-making.
- Cooperate in the setting of statewide standards, promoting accurate data entry and transfer, error correction, and protections from corruption or damage.
- Lead all county and municipal agencies in the reduction of excessive paper use and processing by both the court and users of the court.
- Connect and serve other municipal and county entities, agencies, businesses, and the public by taking a leadership role in information technology application and innovation.
- Redesign processes before implementing information technology solutions so that inefficiencies are not automated.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
53105 ECR Modification			\$ 430,000	
56740 Systems - Primary Site			\$ 70,500	
56740 Systems - Secondary Site			\$ 14,100	
56740 Systems - Case Processing & Viewing			\$ 83,000	
56740 FileNet Software			\$ 573,867	
56740 Taxes			\$ 92,447	
TOTAL REQUESTED EXPENDITURE			\$ 1,263,914	\$ -

Budget Details – New Project

Double budget with operating fund transfer;
 Transition fund transfer from CX 10 to OIRM Capital fund 3771, project #377134.

DEPARTMENT OF NATURAL RESOURCES AND PARKS

SOLID WASTE – CASHIERING SYSTEM REPLACEMENT

Sponsor:	Solid Waste Division Management
Contact:	Ann Shigeta/(206)296-4457
New Project #:	G15750
Total Budget Impact:	\$225,000

Project Description

This project will replace the software currently used to operate our cashiering system. Solid Waste Division is out of compliance with an ordinance that does not allow for the collection of customer credit/debit card numbers. We need a new system that will allow for accurate transaction processing but avoid collecting credit/debit card numbers.

Outcome Measures

Solid Waste Division will be able to assure the public that we do not collect credit/debit card numbers. We also expect more efficient transactions from our customers. Internally, we expect to gain more reliability and a product that is easier to maintain.

Existing Project Status

The project is underway starting with Phase 1: Needs Assessment. Project staff is process mapping the current cashiering system.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

This project replaces the existing cashiering system. This project relates to the "Information Security & Privacy" direction in the Strategic Technology Plan.

Department Technology and Business Plan alignment

Solid Waste Division's core business is the transfer and disposal of garbage. The cashiering system is a critical support component of conducting this business. There are no formal performance measures for the cashiering system. We expect to serve our customers more efficiently, and implement system changes in a less cumbersome manner.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
56742 Estimated cost of software for installation & testing			\$ 225,000	
TOTAL REQUESTED EXPENDITURE			\$ 225,000	\$ -

Budget Details – New Project

Solid Waste Operating fund 4040, project G15750.

PARKS - E-CONNECT FOR REGIONAL PARKS, POOLS AND RECREATION

Sponsor:	Parks Division
Contact:	Dennis Dynes/Sharon Roberts/(206) 296-4138
New Project #:	377135
Total Budget Impact:	\$50,000

Project Description

Parks is currently using Class Software Solutions, which is a program registration and facility booking software program. Parks went on-line with this product in March of 2000 and it has been very successful. eConnect is an internet-enabled module of the Class Software Solutions product that plugs into the Parks website and pulls data directly from the existing Class SQL database. Customers are then able to browse the site for course and facility information, book space in a program, make a payment and receive immediate confirmation.

Outcome Measures

eConnect will enable Parks to have increased hours of operation without additional staff costs. eConnect will allow Parks to reach new markets and increase revenue. Parks can shift from task-focused service to value-added service delivery. Self-service options offer complete and automated updates to the database, which means that staff spends less time on manually processed registrations. By processing fewer manual registrations, the margin of error is also reduced, leaving customers and program coordinators satisfied.

Existing Project Status

This is an additional module to the current product Parks is now using, which was purchased with Technology Bond funds.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Customer Service/Access

This project will incorporate countywide standards as appropriate. This product is an additional module for existing software currently in use, which has met the Information Technology Standards. Products such as Microsoft Windows 2000 Server and SQL Server 2000 will be used in the implementation of this project.

Department Technology and Business Plan alignment

Ensure effective and efficient operation through strategic direction, revenue expansion, collaborative partnerships, intergovernmental agreements, responsible property management, and long-term facilities and financial planning. Performance measure: Dollar value of new revenue or percent of new revenue growth.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
52215			\$ 50,000	
TOTAL REQUESTED EXPENDITURE			\$ 50,000	\$ -

Budget Details – New Project

Double budget with operating fund transfer;
Transition fund transfer from CX 10 to OIRM Capital fund 3771, project #377135.

WATER AND LAND RESOURCES DIVISION – INTEGRATED WATER RESOURCE MODELING PROJECT

Sponsor:	Water and Land Resources Division
Contact:	Larry Jones/296-8250
Existing Project #:	423550
Total Budget Impact:	\$0; see Budget Details for explanation

Project Description

The Integrated Water Resources Modeling and Information System project is an element of the Freshwater Assessment Program and will integrate computation modeling capability to support scientific investigations including environmental and human health risks associated with policy changes and growth on King County water resources. The system will enhance and augment present methods and applications associated with water resource data utilization, analysis and interpretation.

The system automates functions and provides connectivity to various science data sources required for the quantitative analysis of complex water resource interactions associated with impacts to the environment.

This is part of the Freshwater Assessment Program (FAP), a coordinated water resource modeling and monitoring project that will provide scientific information on water quality and hydrologic conditions in both the Lake Washington and Green River watersheds. The Sammamish Washington Analysis and Modeling Program and the Green River WQA are the coordinated subtasks of the FAP. The FAP provides technical tools, data, modeling, and analysis to multiple programs in King County.

Outcomes Measures

Water quality and quantity, and river and lakes conditions. These models will provide a long-term, science-based tool set for the prediction and management of water resource issues. (WLRD Strategic Plan King County Council Ordinance 14199).

Specifically, Strategic Plan Initiative #7 the plan notes that the Executive and DNRP Director have called for the Water and Land Division to better manage and use the large amounts of data already collected by ongoing programs. This effort responds to needs to serve the region with a data storage and management system addressing the many facets of environmental management and land use within King County.

Existing Project Status

Currently, monitoring programs are progressing on schedule, collecting the data necessary to develop and calibrate the water quality models.

The contractor has forwarded a draft work program for contract amendment. The contractor has completed the following:

1. Determining System Needs Based on Information Gathering was performed December 1999 through May 2000.
2. Phase II Defining Requirements and Development of Design Options and Cost Estimates was performed July 2000 through May 2003.
3. Data Management Alternatives was completed March 2002.

The scope of work to be accomplished in Phase III consists of System Development, Testing, and Delivery. The schedule assumes a September 1, 2003 start date with final delivery of the completed system in calendar year 2004. The estimated period of performance for the entire project is estimated to be through calendar year 2005.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

The integrated system is an enhancement to existing methodologies and technologies for utilizing and analyzing and interpreting scientific data.

The Project provides for Three Strategic Technology Plan elements:

1. Strategic Investments: Enable the County to achieve defined strategic Business objective
2. Strategic Investments: Leverage existing investments
4. Infrastructure and Operational Investments: Achieving cost-effective compliance with Legally Mandated requirements.

Strategic Investments:

Enable the county to achieve defined strategic business objective

The water and Land Resources Division Strategic Plan calls for developing and integrated set of Predictive models for land cover and land use, watershed quality and quantity, and river and lake conditions. These models will provide a long term, science-based tool for the prediction and management of water resource issues. (WLRD Strategic Plan King county Council Ordinance 14199)

Leverage existing investments

The Water and Land Division Strategic Plan states that the King County Executive and the Department of Natural Resources and Parks Director have called for the division to better manage and use the large amounts of data already collected by ongoing programs. Implementation of the Data Management and Environmental Monitoring priority will allow the county to harness the power of new information management technology and models which will support decision-makers' need to make decision based on quantitative information.

Infrastructure and Operational Investments:

Achieving cost-effective compliance with legally-mandated requirements

Cost-effective management of wastewater operations and the integration of these operations with protection and management of surface and ground water in King County, require a high level technical assessment and monitoring. The Integrated Water Resource Modeling System will effectively demonstrate compliance with legal mandates that are defined programmatically rather than by quantitative standards.

Legal mandates concerning water resource and dependent uses include but are not limited to the following:

- Federal Clean Water Act including Storm-Water management;
- State Storm-Water Statue RCW 36.89;
- NPDES Storm Water Permit and the NPDES Wastewater Permit Requirements;
- King County SWM KCC9.04, 9.08;
- Basin Planning KCC 20.14;
- Water Pollution Control Act Wastewater RCW 35.58;
- Groundwater Management RCW 90.44;

- Lake Management Districts RCW 36.61,, KCC2.16, and KCC 9.12;

The Integrated Modeling system will place the division in an advantageous position when defending specific projects and activities during budget development and approval processes, and when negotiating future permits or conditions with federal, state, and local agencies.

Department Technology and Business Plan Alignment

The System supports Water Resources. This includes wastewater treatment, storm-water management, groundwater management, and human and environmental health initiatives. See the Existing Technology Environment and Alignment with Strategic Technology Plan section above for more details.

APPROVED EXPENDITURE				
Description	Salary	Benefits	Total for 2003	Ongoing
Staff and associated costs and consultant			\$ 1,156,759	
TOTAL APPROVED EXPENDITURE			\$ 1,156,759	\$ -

Budget Details – Existing Project

Capital fund DNRP 4616, project #423550

Annual Freshwater and Integrated Modeling System Budget Allocation

The following is the Freshwater Program budget by year. There is \$8,956,807 million remaining in the Lifetime program budget through year 2006. Of the \$8.9 million dollar lifetime budget, an estimated \$3,232,284 million will be allocated for development of the Integrated Water Resources Modeling System between years 2003 and 2006.

	2003	2004	2005	2006	Total
Freshwater Program	\$3,123,278	\$2,875,245	\$2,298,280	\$660,004	\$8,956,807
Modeling System*	\$ 865,525	\$1,156,759	\$1,130,000	\$ 80,000	\$3,232,284

*The Modeling system budget includes 4 FTEs consisting of 3 modelers and 1 data manager. Estimated FTE cost is \$350,000 per year. The Integrated system is will go operational in 2005. Year 2006, funds are for system support. In the year 2006, modeling and data management staff would be matrixed to operating and maintenance budgets or other capital projects.

The entire project was appropriated in the 2003 Adopted Budget as part of the flexible budgeting of the six-year Capital Improvement Project plan. No additional appropriation is requested in the 2004 Proposed Budget. The Project Review Board had included the entire first year's budget amount \$3,117,080 for the Freshwater Assessment Program as part of its regular monitoring. The breakdown provided here is a correction to the budget details previously reported.

The amounts related to 2003 and 2004 are included in the summary statistics reported in the earlier sections of this document. However, to be consistent with the Project Review Board's practice of monitoring total appropriated amounts, the full \$3,232,284 will be reported on the "Master Technology Project Status Report".

DEPARTMENT OF TRANSPORTATION – TRANSIT

PERSONAL COMPUTER REPLACEMENT

Sponsor:	Peggy Willis
Contact:	Romell Reed/(206) 684-1436
Existing Project #:	432279
Total Budget Impact:	\$248,147

Project Description

The PC Replacement project funds the replacement of personal computers, peripherals (printers/plotters/projectors) and operating systems when the age of the equipment exceeds the service life or the equipment is no longer able to perform the original function. The PC Replacement project is a means to ensure funding to maintain current personal computer functionality and inventory. The fund also sets standards for purchase and equipment life.

Operating System (OS) upgrades are purchased every 4 years to maintain a uniform desktop environment. These upgrades allow older machines to be brought to the same OS level as newer replacement machines. Having a uniform OS reduces desktop variation thereby reducing LAN admin support requirements. It simplifies desktop setup and application development by requiring fewer deployment versions. Enterprise desktop management tools such as image creation and virus signature updates are improved by reducing the number of different images and patches.

Replacement work is performed by King County Metro staff.

Outcomes Measures

Business Outcomes

Timely replacement of Transit and Department of Transportation Administration desktop assets, to ensure existing functionality and inventory and to minimize support costs.

Technology Outcomes

Quarterly review and publication of PC and laptop standards.

Periodic operating system upgrades, to maintain a uniform desktop environment throughout transit.

Existing Project Status

This is an ongoing implementation project, with no end date.

- PC and Laptop standards are revised quarterly. The standards have been developed to provide users with computers that are cost effective yet powerful enough to be useful for the four-year replacement cycle.
- Replacement machines come with operating systems but not Microsoft Office, since KCM already has sufficient Microsoft Office licenses. Monitors are not ordered with each replacement.
- Migration to the XP Operating system has begun. Licenses are available for about 1/4 of Transit's desktop machines, although only about 125 machines are currently using Windows XP. Some older machines running legacy software are not capable of running XP and will remain on compatible operating systems.
- Current asset guidelines are 4 years for personal computers and laptops, 5 years for network printers and 4-6 years for peripherals such as plotters and specialized printers.
- During the 3rd quarter of 2002, Transit staff began freezing the chipset on their standard computers. This has reduced the number of configuration images needed and allows staff to more quickly set up new machines or rebuild machines. Standards remain constant for 18 months, while storage and processing speeds continue to improve.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

The PC Replacement Project is aligned with the King County Strategic Technology Plan because it promotes standardized technology (Strategy C1) and provides a controlled PC purchasing program that would utilize the output of an asset management system (Strategy B1).

Department Technology and Business Plan alignment

The PC Replacement meets the needs of all Transit core business listed in the DOT Business Plan: providing regularly scheduled bus service, paratransit service, rideshare services and contracted services. The project is a means to maintain current desktop functionality throughout Transit.

The PC Replacement project is included in the Asset Management portion of the Transit Technology Systems Strategic Plan.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Planning/Business Analysis			\$ (2,186)	
Implement/Construct			\$ 250,333	
TOTAL REQUESTED EXPENDITURE			\$ 248,147	\$ -

Budget Details – Existing Project

Capital fund Transit 3641, Appropriation project #A00206.

2004 Proposed Budget: \$248,147

Prior Year Appropriations: \$5,353,525

Total Proposed Project Budget: \$5,601,672

REGIONAL FARE COORDINATION PROJECT

Sponsor:	Peggy Willis
Contact:	Candace Carlson/(206)684-1562
Existing Project #:	432278
Total Budget Impact:	\$4,481,568

Project Description

The purpose of this project is to implement a single common fare collection system for bus, rail, ferry and vanpool travel in the Central Puget Sound. In the future, customers should no longer be aware of the fare policy variations from one system to the other. King County is the lead agency to plan and implement the project on behalf of its partners: Sound Transit, Community Transit, Pierce Transit, Everett Transit, Kitsap Transit and Washington State Ferries. The system provides for “seamless” transfers among modes and systems, expands each agency’s fare policy and ridership incentive capabilities, supports accurate revenue reconciliation and daily financial settlement among the seven partners, and introduces new levels of customer convenience to obtain and use pre-paid fare media. Additionally, the system introduces internal county business practice improvements related to sales reporting and performance data by media type and sales method, ridership reporting, general accounting, and the ability to develop new ad hoc or performance reports to address specific questions/issues or combine smart card data with other system data, e.g. APC.

The RFC Project is a multiple agency project that is managed by King County, acting as lead agency. King County also has its own Project Manager. Additional Transit staff support will be required for legacy system interface development, training and equipment installation. Transit and King County staff will be involved in stakeholder reviews. Six contracts for services and equipment will be issued. The largest contract will be with the system provider.

Outcome Measures

Business:

- Improve the accuracy and timeliness of regional revenue reconciliation.
- Reduce maintenance of fare equipment
- Increase the number of employer, fare media accounts
- Develop system administrative policies and procedures to promote consistent customer service practices among the partner agencies
- Increase customer convenience of fare payment

Technology:

- Implement contact-less, smart card technology
- Integrate equipment with OBS and Radio AVL systems

Existing Project Status

Current Status: Notice to Proceed was issued to the vendor on April 29, 2003. The project is currently in the design review phase of system development.

During 2003 the project will continue to refine operating business rules and policies, finalize the project schedule and establish a dispute resolution board. In 2004, equipment will be installed at one operating base and staff trained for a Beta Test of the system in 2005.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Customer Service/Access

This project supports the following strategies listed in the King County Strategic Technology Plan: A4 by using the Internet for customer service and reporting functions, C4 by utilizing and integrating commercial off the shelf software where ever possible; C7 by providing for more integrated data management to improved data accuracy, timeliness and comparability.

Department Technology and Business Plan alignment

This project supports Metro Transit Core Businesses providing regularly schedule bus service and contracted service. The implementation of this project should lead to increased customer satisfaction by making it easier to transfer between travel modes and easier to use prepaid fare media. The project is also planning a demonstration on 10 vans, so it also aligns with the Transit core business of providing rideshare services.

The Regional Fare Coordination project is included in the On-Board Systems section of the Transit Technology Systems Strategic Plan.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Planning/Business Analysis			\$ 1,098	
Design/Alternatives Analysis			\$ 56,069	
Implement/Construct			\$ 3,422,777	
Contingency/Reserve			\$ 1,001,624	
TOTAL REQUESTED EXPENDITURE			\$ 4,481,568	\$ -

Budget Details – Existing Project

Capital fund Transit 3641, Appropriation project #A00320.

King County has been awarded solely, or in partnership with other agencies, 12 Federal grants, a state grant, plus a Sound Transit Technology Fund appropriation and a donation from The Boeing Company. The King County grant total is \$14.8 million (\$12M in the 2003-2006 timeframe).

2004 Proposed Budget: \$4,481,568
 Prior Year Appropriations: \$22,407,173
 Total Proposed Project Budget: \$26,888,741

RADIO AND AVL REPLACEMENT

Sponsor:	Peggy Willis
Contact:	Hai Phung/(206)684-1909 and Diane Sutherland/(206)684-1552
Existing Project #:	432466
Total Budget Impact:	\$1,402,287

Project Description

The transit radio system and Automatic Vehicle Location (AVL) is considered a mission-critical system for Operations, Vehicle Maintenance, Power and Facilities, Transit Safety and Transit Security. The radio/AVL system also includes a Computer-Aided Dispatch (CAD) function that is the primary method of emergency notification, incident management and response, schedule management, service coordination and communications associated with restoring service.

This project will provide a life cycle replacement of the existing radio and CAD/AVL systems and ensure the continuity of operational communications during the replacement period. The system was installed in 1990-1992 and is due for replacement by about 2005 both because of its age and because of new FCC regulations affecting the spectrum used by the system. Because of these regulations, the system will require a major re-engineering design effort. If the radio system is not replaced in a timely manner, users will start to experience interference and other operational problems due to new licensees on new narrow-band frequencies adjacent to the transit radio channels.

The Communications Center System (CCS) portion of the project will replace or upgrade the existing CAD/AVL and related systems in the Communications Center to work with new vehicle equipment provided by the On Board Systems project (OBS) and new Radio system.

This project is working closely with the On-Board System (OBS) and Regional Fare Coordination System (RFCS) projects to review requirements for the new Driver Display Unit and Vehicle Logic Unit, which will be procured by the RFCS and OBS, respectively, and integrated with the Radio/AVL system when they are installed.

Since this is a replacement project, the benefits are the same as those provided by the existing system. The benefits of direct communications with transit bus drivers are considered an integral part of transit service.

The project is using both KCM staff and technical consultants to assist in developing technical requirements for the new radio system during the planning and design processes. A similar approach will be used to manage the implementation process. A Request for Proposal will be issued for a turnkey system, where the vendor will be responsible for the installation and testing of the new system and KCM staff will provide oversight. Instead of planning on building new radio sites, we are working closely with King County Radio Services and its regional radio system partners in evaluating existing regional radio sites for co-location of Transit's new system, and with King County ITS on opportunities to use land-based, physical networks such as I-Net, the KC-WAN or commercial telecommunications paths. We are also working with the Regional 700 MHz Planning Committee on radio spectrum allocation and licensing process for the new system.

Outcome Measures

Business:

- Replace radio system before communication with bus drivers experiences major interference due to new FCC regulations and failure of existing radio units.

Technology:

- Replace existing radio system with a system that meets current technology standards and new FCC requirements.
- Integrate equipment with OBS and Smart Card projects.

Existing Project Status

The project is underway. Major milestones completed include documentation of user requirements and issuance of an RFP for radio engineering support in 2001. The radio spectrum for the new system has been selected, awaiting regional plan approval by the FCC prior to submitting our applications. Technical requirements will be completed and an RFP issued in 2003. Contract award for a radio system vendor is expected in 2004.

The project is currently in the Development or Alternatives Analysis phase.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

This lifecycle replacement project is consistent with strategies C4 and C5 of the King County Strategic Technology Plan. As part of the life-cycle replacement, the system will adopt current technology wherever appropriate, strategy C4. (In this case, the current radios are no longer made and the system must be replaced before spare radios are exhausted.) Current technology may include changes such as adapting to the use of digital rather than analog radio and incorporating the Global Positioning System (GPS) for vehicle location calculations. A key objective for this and related projects is to save capital and operating costs by moving toward a modular, open architecture, in which various processes can share common hardware platforms instead of redundant processors, strategy C5.

Department Technology and Business Plan alignment

This lifecycle replacement project supports two core transit businesses listed in the DOT 2003 Business Plan, providing regularly scheduled bus service and providing contracted services, such as special event bus service.

The Radio AVL Replacement project is included in the Service Management section of the Transit Technology Systems Strategic Plan.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Planning/Business Analysis			\$ 282,140	
Design/Alternatives Analysis			\$ 1,339,939	
Implement/Construct			\$ (364,792)	
Contingency/Reserve			\$ 145,000	
TOTAL REQUESTED EXPENDITURE			\$ 1,402,287	\$ -

Budget Details – Existing Project

Capital fund Transit 3641, Appropriation project #A00453.

2004 Proposed Budget: \$1,402,287

Prior Year Appropriations: \$1,626,539

Total Proposed Project Budget: \$3,028,826

INFORMATION SYSTEMS PRESERVATION

Sponsor:	Peggy Willis
Contact:	Libby Krochalis/(206)684-1799
Existing Project #:	432345
Total Budget Impact:	\$199,416

Project Description

The purpose of the Information Systems (IS) Preservation Program is to provide replacement capital funding for Transit’s information systems infrastructure. The program’s goal is to keep information systems operating at the service levels needed to meet current business needs. The primary service level criteria are capacity (storage, network connectivity), performance (memory and processing power) and supportability (both hardware and software). The project is key to the continued smooth operation of Transit’s core business systems.

The project funds replacements and upgrades for: database, file and application servers; applications and operating systems, and switches and other LAN equipment. This project does not include telecommunications or WAN equipment.

A project review board composed of MITT staff review and reforecast system preservation needs annually, based on current standards (4 year server life), system architecture plans, system assessments, input from client groups and vendor support. Application upgrades and migrations, such as GIS to NT migration, Security Data Management System (DMS) replacement and Stop Information System replacement have their own project management structure. Internal staff is performing the current application upgrades. The GIS to NT migration is being performed by internal King County Metro staff with some support from the KCGIS group.

Outcome Measures

Business:

- Keep information systems infrastructure operating at the service levels needed to meet current business needs.

Technology:

- Upgrade to vendor supported versions of hardware, software and operating systems to maximize stability and minimize support staff effort.
- Develop separate production and backup/test environments for servers to maximize stability.

Existing Project Status

This program has been in place for 7 years and is ongoing. Major categories are 1) hardware that includes computers and their major components (processors, memory and storage disks/arrays), 2) network switches, wiring and other LAN equipment, 3) application software upgrades and replacements, and 4) operating system migrations. Application upgrades/replacements with some work planned during 2003 and 2004 include: Stop Information System, Dispatch, Power and Facilities Work Order, Automated Vehicle Location, Vanpool and Paratransit van maintenance, Security Data Management System, and Vanpool Information System.

Specific changes in the project scope and schedule are listed in the accompanying Transit budget narrative.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

This project aligns with the following strategies listed in the King County Strategic Technology Plan:

- (B1) Establish a comprehensive asset management function. This program puts in place a planned and budgeted multi-year replacement cycle for critical infrastructure. Replacements are based on functional assessments and consider the cost of procurement and upgrades versus ongoing repair and maintenance expenses.
- (B3) Strengthen system security. Components funded by this program support Internet usage (proxy servers) and network security (domain control, network management tools).
- (B4) Strengthen business continuity capabilities. Various components funded by this program support business continuity including tape backups and SANs technology
- (C1) Standardize technology including infrastructure, hardware, and applications software. A primary emphasis of the program is to continually build and maintain an infrastructure architecture that is supported by the marketplace (both vendors and staff skill sets) and allows efficient, shared use of resources (e.g. allows consolidation of applications, databases, and other services).
- (C3) Standardize County technical approach for applications integration. Transit's Distribution Database is the primary mechanism for application data integration. The Stop Information System also supports applications integration by aligning the data specifications and business processes for geographic, attribute and scheduling data.
- (C5) Consolidate hardware around the County. One of the principle goals of the program is to provide consolidated services that can be shared among all transit work groups. Examples include the consolidation of file/print servers and Oracle and SQL Server databases that have been consolidated into centralized production/test/development environments containing multiple shared instances.

Department Technology and Business Plan alignment

This project supports all 4 of Metro Transit's core businesses listed in the Department of Transportation 2004 Business Plan: providing regularly scheduled bus service, providing paratransit service for the disabled, providing rideshare services and providing contracted services. Hardware and applications infrastructure supported by this project are transit wide.

The Information Systems Preservation project is included in the asset management portion of the Transit Technology Systems Strategic Plan.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Planning/Business Analysis			\$ (26,874)	
Design/Alternatives Analysis			\$ (8,354)	
Implement/Construct			\$ 284,644	
Contingency/Reserve			\$ (50,000)	
TOTAL REQUESTED EXPENDITURE			\$ 199,416	\$ -

Budget Details – Existing Project

Capital fund Transit 3641, Appropriation project #A00204.

2004 Proposed Budget: \$199,416

Prior Year Appropriations: \$3,854,152

Total Proposed Project Budget: \$4,053,568

OPERATIONS SYSTEM SUPPORT

Sponsor:	Peggy Willis
Contact:	Libby Krochalis/684-1799
Existing Project #:	432111
Total Budget Impact:	\$1,520,774

Project Description

This project will provide system support for the following transit operations functions: employee work pick, assignment planning, daily driver dispatching, attendance and timekeeping. These functions are currently supported by several systems including BOSS, TOPS, and PICK. This project addresses the following business needs:

- Ability to provide for changing business and customer needs or service profiles.
- Ability to easily modify work rules and pay rules to support changing business requirements or changes resulting from contract negotiations.
- Provide adequate reporting capabilities. There is no report writer that works with the current system, so reports must be manually programmed.
- Integrate data with other Transit and King County systems. The current systems are composed of several sub-systems, which operate on three different platforms. The exchange of data between these applications is a manual process and, therefore, error prone.
- Use current, supported operating systems and hardware. Existing systems reside on outdated, aged hardware and operating systems. The company that built the computer and operating system where BOSS is located, PRIME, went out of business. Support for the hardware is contracted through a third party, NCE, and provided by ITS. Because of the age of the hardware, parts and knowledgeable technicians are limited. Support costs will increase and become less available. The Transit department and ITS have given top priority to moving mission-critical systems from PRIME computers onto new, maintainable, hardware platforms.

Up until March of 2002, the OSS application development was performed by a vendor, and the project was managed at that time within Transit Operations. In March 2002, the vendor went out of business. Additional work was performed by individual contractors previously employed by the vendor, and internal MITT, and Operations staff. The project was put on hold in 2003, while options for moving forward are evaluated. Project management shifted to the MITT section.

Outcome Measures

Business:

Replace the existing system with one that is more flexible, supportable and includes adequate reporting capabilities.

Technology:

Replace the existing system with an integrated application that uses current, supported software, database and operating system platforms. Get off the PRIME platform.

Existing Project Status

The original vendor went out of business without providing a version of the system that could be integrated or that could be easily maintained.

During 2003, transit systems staff have been conducting a review of the source code recovered from the vendor. Numerous issues have arisen as a result of this review, not least of which is the maintainability of the software. Stress testing in the spring of 2003 showed that the product was not functional. Tools and languages were in versions no longer supported by any vendor and would need to be immediately upgraded. The lack of documentation, poor architecture and database design, the number of software bugs and the structure of the programming would likely lead to high cost and high-risk ongoing maintenance.

As a result of these circumstances, Transit management has put the project on hold while a number of options for moving forward are evaluated.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Efficiency

This project is replacing an existing system and relates to the King County Strategic Technology Plan strategies C1 and C4, standardizing technology and purchasing commercially packaged software. The replacement system will enable the application to move off of the PRIME/Queo platform to a currently supported platform, using industry standard databases, operating systems and programming languages. The project proposes to purchase commercially packaged software.

Department Technology and Business Plan alignment

This project supports two of Metro Transit’s core businesses listed in the Department of Transportation Business Plan: providing regularly scheduled bus service and providing contracted services. The OSS project is included in the Service Management section of the Transit Technology Systems Strategic Plan.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Planning/Business Analysis			\$ 20,955	
Design/Alternatives Analysis			\$ 145,501	
Implement/Construct			\$ 1,345,718	
Closeout/Warranty			\$ (41,400)	
Contingency/Reserve			\$ 50,000	
TOTAL REQUESTED EXPENDITURE			\$ 1,520,774	\$ -

Budget Details – Existing Project

Capital fund Transit 3641, Appropriation project #A00326.

2004 Proposed Budget: \$1,520,774
Prior Year Appropriations: \$4,912,998
Total Proposed Project Budget: \$6,433,772

OFFICE OF INFORMATION RESOURCE MANAGEMENT

LAW, SAFETY AND JUSTICE INTEGRATION PROGRAM

Sponsor:	Norm Maleng / Ron Sims
Contact:	Trever Esko/263-4780
Existing Project #:	377108
Total Budget Impact:	3,400,000

Project Description

Implement integration "middleware" and deploy it incrementally to facilitate the sharing of data between agencies that comprise the criminal justice process. This program aligns to the LSJ Strategic Integration Plan (dated July 11, 2002), and the LSJ Integration Program Alternatives Strategy and Approach (dated November 5, 2002), as adopted by motion by the King County Council on April 7, 2003.

Outcome Measures

Business outcomes: Reduce redundant data entry and redundant data management; Improve access to information by decision makers during the criminal justice process.

Technical outcomes: Implement integration "middleware" including the tools and operations required to share data between disparate data systems; perform multiple iterative projects to deploy middleware to address specific data exchanges.

Existing Project Status

This request will add additional funding to the existing appropriation, consistent with the "Alternative Strategy and Approach" dated November 5, 2002, and approved by the King County Council.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Efficiency

This program directly addresses Strategy C8 (Design and implement a common architecture to integrate workflow between Law, Safety and Justice agencies), and also aligns to Strategy C3 (Standardize County technical approach for application integration).

Department Technology and Business Plan alignment

This is a multi-agency program involving data sharing opportunities for the Department of Adult and Juvenile Detention, Department of Judicial Administration, District Court, King County Sheriff's Office, Office of the Public Defender, Prosecuting Attorney's Office, and Superior Court. This project supports both the operational and technical strategies for these agencies.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Consulting			\$ 965,000	
General Expenses			\$ 25,000	
Training			\$ 25,000	
IT Services			\$ 775,000	\$ 302,500
Hardware and Software			\$ 250,000	\$ 180,000
Program Manager (1.00) TLT and Project Admin (0.20)			\$ 160,000	
Reserve for 2005			\$ 1,200,000	
TOTAL REQUESTED EXPENDITURE			\$ 3,400,000	\$ 482,500

Budget Details – Existing Project

Partial Double budget with operating fund transfer;

Operating fund CX 10 to OIRM Capital fund 3771, project #377108. Balance is from prior year revenue transfer from CX and is fund balance in OIRM Capital fund 3771, project #377108.

2004 Proposed Project Expenditure Budget: \$3,400,000
2003 Project Expenditure Appropriation: \$1,700,000
Total Proposed Project Expenditure Budget: \$5,100,000

In adopting the 2003 appropriation for this project in the Q1-2003 Omnibus ordinance #14603, the county council provided \$3.2 million in revenue-backing and \$1.7 million in spending authority in the OIRM capital fund project. In the 2004 proposed budget, the remaining \$1.5 million along with an additional \$2 million in CX revenue-backing is requested to be appropriated to be available to spend in 2004.

BUSINESS CONTINUITY

Sponsor:	David Martinez
Contact:	Amy Hughes/(206) 263-4892
Existing Project #:	377120
Total Budget Impact:	\$1,435,000

Project Description

The purpose of this project is to establish and implement a countywide information technology business continuity plan for critical operations. As noted in the King County Strategic Technology Plan and recent audits (e.g., Deloitte and Touché Information Systems Control Assurance Review), King County faces significant exposure in the event of a major disaster or other catastrophe that would affect our computing and communications infrastructure. Currently there is no plan in place to guide the county in managing critical operations if such an event occurs.

Outcome Measures

Establishing a plan for the technology infrastructure will prevent business disruption for emergency/disaster and non-emergency situations. The process of implementing the requirements defined in a study to be completed in Q1 - 2004 will begin in 2004.

Existing Project Status

An RFP was written in 2003 to provide consulting services that will define business continuity technology requirements in support of the Emergency Management Plan and essential business processes. The recommendations and business case from that engagement will provide the basis for 2004 activities.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Accountability

This project will enable the county to achieve defined strategic business objectives: Business Continuity is aligned with King County Strategic Technology Plan called out in the King County 2003-2005 Revised Strategic Technology Plan, and is one of the five priority strategies identified in the plan, and aligns with the consultant report with Strategy B4, Strengthen Business Continuity Capabilities. Business Continuity aligns to infrastructure and operational investment criteria as it is designed to move the County forward in preventing disruption to business operations.

Department Technology and Business Plan alignment

The purpose of the Business Continuity Program is to identify and implement technology requirements and technical solutions for essential county business services to accomplish the following objectives:

Objective One – provide business continuity solutions for technology required to support county essential business services as it pertains to the Emergency Management Plan (EMP) for disaster and emergency situations.
Objective Two – provide business continuity solutions for maintaining county essential business services for non-emergency/disaster related business interruptions.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Project Manger	22,096		\$ 22,096	
Project Analyst (1.00) TLT	82,120	24,988	\$ 107,108	
Project Assistant	10,124		\$ 10,124	
53127 Implement items from Business Continuity Implementation Plan			\$ 850,000	
53127 Develop a countywide model for Business Continuity that departments can use to build their own plans			\$ 360,672	
59xxx Contingency for the project			\$ 85,000	
TOTAL REQUESTED EXPENDITURE			\$ 1,435,000	\$ -

Budget Details – Existing Project

Partial double budget with operating fund transfer;

Transition fund transfer from CX 10 and OIRM Capital rates to OIRM Capital fund 3771, project #377120.

2004 Proposed Budget: \$1,435,000

Prior Year Appropriations: \$350,000

Total Proposed Project Budget: \$1,785,000

INFORMATION SECURITY AND PRIVACY

Sponsor:	David Martinez
Contact:	Amy Hughes/(206) 263-4892
Existing Project #:	377121
Total Budget Impact:	\$1,420,000

Project Description

The purpose of this countywide project is to secure county information and systems by making employee security roles clear, providing for training and awareness, and implementing policies, procedures, and improvements. The information security and privacy program is a countywide effort to reduce the risk that county information systems operations will be disrupted or incur unplanned costs or embarrassment due to security vulnerabilities or loss of control of privacy information.

Outcome Measures

The Information Security and Privacy Project Manager will work with the Network Infrastructure Optimization Project Manager and Business Continuity Project Analyst to build a security architecture and establish criteria for data classification. Continued security and privacy awareness training will occur. Corrective action plans to be developed in 2003 will be implemented in 2004. Phased implementation of a Security Organization will begin to implement consultant recommendations. Countywide security and privacy policies, procedures and guidelines will be in place by the end of 2004.

Existing Project Status

The Information and Security Project has conducted an initial analysis project that included Security Organization Recommendations, Privacy Controls Recommendations, a Vulnerability Assessment, Security Configuration Guidelines for major King County Platforms and Security and Privacy training. Funding this project in 2004 will enable King County to begin implementing contractor recommendations and will reduce the County's risk of major security incidents or loss of control of privacy information and improve security and privacy awareness

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Risk Management

This project will enable the County to achieve defined strategic business objectives: Information Security and Privacy is aligned with King County Strategic Technology Plan called out in the King County 2003-2005 Revised Strategic Technology Plan, and is one of the five priority strategies identified in the plan, and aligns with the consultant report with Strategy B3, Strengthen System Security. Information Security and Privacy aligns to infrastructure and operational investment criteria as it is designed to move the county forward in preventing disruption to business operations.

Department Technology and Business Plan alignment

This is a countywide project consistent with the King County Strategic Technology Plan. Information Security and Privacy activities will be coordinated with ITS and other departments as appropriate, to ensure that business and technology plans align with Information Security and Privacy objectives.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Project Manger (0.75) TLT	69,289		\$ 69,289	
Information Security Advisor (1.00) TLT	90,000	16,934	\$ 106,934	
Project Assistant (0.20) TLT	10,124		\$ 10,124	
53127 Security Architecture Recommendations & Implementation	613,653		\$ 613,653	
53127 Security and Privacy Training-On going development as Security Organization is implemented and as policies and procedures come on line	150,000		\$ 150,000	
53127 Security Application Review	150,000		\$ 150,000	
53127 Consulting effort for Physical Security & Social Engineering and Security Controls Study	250,000		\$ 250,000	
59xxx Contingency for the project	150,000		\$ 70,000	
TOTAL REQUESTED EXPENDITURE			\$ 1,420,000	\$ -

Budget Details – Existing Project

Partial double budget with operating fund transfer;
Transition fund transfer from CX 10 and OIRM Capital rates to OIRM Capital fund 3771, project #377121.

2004 Proposed Budget: \$1,420,000
Prior Year Appropriations: \$381,887
Total Proposed Project Budget: \$1,801,887

NETWORK INFRASTRUCTURE OPTIMIZATION

Sponsor:	David Martinez/Kevin Kearns
Contact:	Kevin Fung/(206) 263-4891
Existing Project #:	377119
Total Budget Impact:	\$2,342,560

Project Description

The Network Infrastructure Optimization Program (NIO) is a countywide program designed to improve the efficiency of our network infrastructure(s) from a service, operational, technical, and financial perspective. The NIO Project Manager and Network Architect will be involved in the implementation of the identified opportunities for immediate improvement as well as the development of the roadmap for the transition of our networks to the next generation. The implementation of the transition will begin in 2004 and will continue into future years dependent on the County’s ability to fund.

In 2004, we will be acting upon the recommendations to be detailed in the 2003 Quantifiable Business Case Analysis. Changes to our current network will be noted as scheduled for a 2004 implementation on the NIO roadmap.

Outcome Measures

- Reduction of costs associated with circuits and equipment

- Improved network support, due to improved network management and more efficient use of network staff
- Ability of the network to accommodate (or adapt to) future needs
- Improved scalability, versatility, reliability, and security of the network
- Better level of service to the departments

Existing Project Status

This is a continuation of project #377111 and aligns to PRB Phase III (Implementation). If the NIO Program is not funded for 2004, King County will not realize the benefits outlined in the 2003 NIO Quantified Business Case.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Efficiency

N/A

Department Technology and Business Plan alignment

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Project Manager (1.0) TLT & Project Assistant	104,546	21,473	\$ 126,019	
(0.20) TLT			\$ -	
5674X Network Hardware and Software (including Telecom)			\$ 1,400,000	
53127 Consulting IT Services			\$ 590,000	
55150 Prosecuting Attorney (legal services) for 2003 and 2004			\$ 16,000	
53xxx Miscellaneous			\$ 30,981	
59xxx Contingency for the project			\$ 129,000	
57xxx Debt Service			\$ 50,560	
TOTAL REQUESTED EXPENDITURE			\$ 2,342,560	\$ -

Budget Details – Existing Project

Partial double budget with operating fund transfer;

Multiple funding sources: Technology bond sale proceeds of \$2,292,000 with debt service of \$50,560,

Transition fund transfer from CX 10 and OIRM Capital rates to OIRM Capital fund 3771, project #377119.

2004 Proposed Budget: \$2,342,560

Prior Year Appropriations: \$430,000

Total Proposed Project Budget: \$2,772,560

IT PROJECT MANAGEMENT

Sponsor:	David Martinez
Contact:	Gary Lemenager/(206)263-4811
New Project #:	377122
Total Budget Impact:	\$150,000

Project Description

The County has a wide variety of IT Project management tools and practices and staff assigned to project manager duties often are not experienced and have few resources from which to begin their work. This project will develop and implement a policy framework, a certification program and a standard methodology to support the management of the County's IT programs/projects. This project will assess what is currently in place at the County and review successful efforts at other governments in the area to take the best of what exists and develop

a customized and comprehensive methodology for the County. A consultant will be used for the assessment and methodology development and will facilitate governance work sessions to fine-tune the policies, certification program and methodology.

Outcome Measures

- To develop and implement a policy framework for IT program and project management, including specifying roles, responsibilities and thresholds for requiring project manager certification.
- To establish a project management certification program and provide training.
- To develop and implement a standard program and project management methodology.
- To develop and implement a standard training program for project oversight governance members, i.e., Executive sponsors and Steering Committee members.

Existing Project Status

N/A.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Efficiency

- This program directly addresses Strategy D3 (Establish a comprehensive project management methodology).

Department Technology and Business Plan alignment

N/A. This is a countywide initiative.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
53127 IT Consulting Services	150,000		\$ 150,000	
TOTAL REQUESTED EXPENDITURE			\$ 150,000	\$ -

Budget Details – New Project

Partial double budget with operating fund transfer;

Transition fund transfer from CX 10 and OIRM Capital rates to OIRM Capital fund 3771, project #377122.

COUNTYWIDE IT ASSET MANAGEMENT PROGRAM

Sponsor:	David Martinez
Contact:	Gary Lemenager/(206)263-4811
New Project #:	377123
Total Budget Impact:	\$75,000

Project Description

The County does not currently have an IT asset management policy and a wide variety of practices are currently in use. This project will develop and implement policies to standardize IT asset management so that management practices can be improved and any tool purchased or developed will meet the countywide policy.

A consultant will be used to review county financial policies and any current county IT asset management system rules and compare to IT asset management best practices. Draft policies will be developed and governance members will be convened to provide input before finalizing the policies.

Outcome Measures

- Provide IT asset management policies.

- Any investments made in IT asset management systems will meet the policies and provide the recommended level of information to manage assets.
- Management practices can be improved to achieve efficiencies and better control over IT assets as well as to avoid audit findings or software licensing liabilities in the future.
- Program will turn the baseline over to agencies for ongoing monitoring and reporting.

Existing Project Status

N/A.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Efficiency

This program directly aligns to Strategy B1 (Establish a comprehensive asset management function).

Department Technology and Business Plan alignment

N/A. This is a countywide initiative.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
53127 IT Consulting Services			\$ 75,000	
TOTAL REQUESTED EXPENDITURE			\$ 75,000	\$ -

Budget Details – New Project

Partial double budget with operating fund transfer;

Transition fund transfer from CX 10 and OIRM Capital rates to OIRM Capital fund 3771, project #377123.

IT RESOURCE MANAGEMENT: STANDARDIZATION OF IT SERVICE LEVEL AGREEMENTS AND STANDARD OPERATING PROCEDURES

Sponsor:	David Martinez
Contact:	Gary Lemenager/(206)263-4811
New Project #:	New
Total Budget Impact:	\$0

Project Description

To develop and implement policies to standardize the use and content of SLAs and SOPs.

There will be two phases:

Phase 1 – Review Internet resources for best practices to identify content categories; circulate draft content categories to governance members for input and invite them to send samples of their SLAs and SOPs. Revise based on input received.

Phase 2 – Develop draft policies for using SLAs and SOPs; circulate to governance members for input. Revise based on input received. Finalize for inclusion in the annual update to the Strategic Technology Plan.

Outcome Measures

- Provide a standardized content and policies regarding use of SLAs and SOPs.
- Deliver value to agencies where they would otherwise “reinvent the wheel” – reducing the time agency staff would otherwise spend in establishing terms of agreement for services
- Policies will provide support for enforcement of agreements
- Provide a baseline of a performance measurement program where service level achievement is visible and managed more efficiently

Existing Project Status

N/A.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Customer Service/Access

This program directly addresses Strategy A1 (Utilize service-level agreements as a standard way of doing business) and B2 (Develop standard operating procedures to guide all agencies' technology staff).

Department Technology and Business Plan alignment

N/A. This is a countywide initiative.

Budget Details – New Project

No funding proposed; work to be done by prioritizing existing county staff time.

CONSTITUENT RELATIONSHIP MANAGEMENT

Sponsor:	David Martinez
Contact:	Gary Lemenager/(206)263-4811
New Project #:	377124
Total Budget Impact:	\$75,000

Project Description

The purpose of this initiative is to explore opportunities for augmenting the county's current methods and tools for recording, managing and responding to constituent requests for information, services and complaints. The Constituent Relationship Management program will be comprised of three phases (projects):

Phase 1: Assess current business methods and tools in the County and identify opportunities to improve delivery of responding to constituent request for information, services and complaints.

Phase 2: Conduct a pilot initiative utilizing Customer Relationship Management business practices and tools available in the marketplace. A quantifiable business case will be developed as part of this phase.

Phase 3: Implementation (Not in scope for this funding request. To be determined after completion of Phase 2).

Outcome Measures

- Adopt an overall business strategy which enables effective management of relationships with constituents.
- Deliver value to constituents by making them feel exceptionally well served.
- Increase the ability to track all participants and activities created by constituent – no matter what agency received the original contact.
- Create a seamless constituent interface and enhance customer service.
- Reduce response time and improve staff efficiency by utilizing an enterprise-wide automated CRM tool that leverages emerging technology capabilities such as in Messaging, Unified Messaging, Internet Access, Data Sharing Integration, Computer Telephony Integration, Statistical Analysis & Reporting and others.
- **Advice Notes:** The current system supports a cumbersome manual process involving many people. If replaced with a web based system the county could benefit from increased speed of response and reduced costs.

Existing Project Status

N/A.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Customer Service/Access

This program addresses Strategy C3 (Standardize county technical approach for application integration), and Strategy A5 (Promote and support the development of the employee intranet and partner extranet to improve information services and business process support).

Department Technology and Business Plan alignment

N/A. This is a countywide initiative.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
53127 IT Consulting Services			\$ 75,000	
TOTAL REQUESTED EXPENDITURE			\$ 75,000	\$ -

Budget Details – New Project

Partial double budget with operating fund transfer;

Transition fund transfer from CX 10 and OIRM Capital rates to OIRM Capital fund 3771, project #377124.

STREAMLINING IT PROCUREMENT

Sponsor:	David Martinez
Contact:	Gary Lemenager/(206)263-4811
New Project #:	377125
Total Budget Impact:	\$210,000

Project Description

The purpose of this initiative is to explore opportunities to improve the management of IT procurement by developing a “best practices” model for effective and timely procurement of IT products and services. This “best practice” model will incorporate procurement policies & standards and boilerplates for technology contracts.

Outcome Measures

Key deliverables to be addressed within this initiative will include:

3. Development of IT policies and standards for hardware & software products and professional consulting services.
4. Boilerplates for contractual Terms & Conditions and Risk liabilities; indemnification, etc. For IT products and services.
5. On-line RFP instructions, forms, templates and boilerplates for contract terms & conditions.
6. Establishment of master contracts for IT products and services through various competitive bid processes.
7. Central IT web site containing countywide (and other government agency) master contracts for technology goods and services.

Existing Project Status

N/A.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Efficiency

This program directly addresses Strategy B1 (Establish a comprehensive asset management Function), C2 (Standardize Web-based technology used on the intranet, Internet, and extranet) and A5 (Promote and support the development of the employee intranet and partner extranet to improve information services and business process support.)

Department Technology and Business Plan alignment

N/A. This is a countywide initiative.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
53127 IT Consulting Services			\$ 175,000	
55150 PAO Services			\$ 35,000	
TOTAL REQUESTED EXPENDITURE			\$ 210,000	\$ -

Budget Details – New Project

Partial double budget with operating fund transfer;

Transition fund transfer from CX 10 and OIRM Capital rates to OIRM Capital fund 3771, project #377125.

PUBLIC HEALTH

JAIL HEALTH: ELECTRONIC MEDICAL RECORD SOLUTION

Sponsor:	Public Health , Seattle & King County
Contact:	Patty Schwendeman/(206) 296-4362
New Project #:	377136
Total Budget Impact:	\$2,000,000

Project Description

King County is required by law to ensure inmates housed in the County’s correctional facilities are provided healthcare services. Public Health, Seattle & King County (PH) provides the healthcare services to the County’s inmates at two facilities, the Seattle Correctional Facility and at the Kent Regional Justice Center. With the adoption of the 2003 Budget, the County Council issued a proviso the Department of Adult and Juvenile Detention (DAJD) and PH requiring an independent assessment of the healthcare services, the medical operations and manner in which those services are delivered to jail inmates. Wellcon was selected to do the assessment and issued their initial findings on June 3, 2003.

The recommendations identified by Wellcon encompass Risk Management, Cost Containment, Best Practices and NCCHC Accreditation Requirements. The paper medical chart was identified as both high risk and high cost to Public Health and the County. According to Wellcon’s findings, “There is no practical or economical way to fix your paper chart library. Your medical record system is the single greatest liability that you have and if you took your current medical practice to court, the current state of your medical record would assist the plaintiff’s case for more than it would assist in your defense.”

In conjunction with the findings from Wellcon’s assessment, Public Health and DAJD have contracted with Dr. Todd Wilcox, who is a nationally known leader in jail health business process re-engineering to facilitate the implementation of the Wellcon’s recommendations. A major recommendation in the Wellcon report and supported by Dr. Todd Wilcox is migrating from a paper medical record to an electronic medical record for the Jail Health division.

Outcome Measures

The outcome will be a complete business process re-engineering of the jail health care services. Some of the expected improvements are:

- 1) immediate access by providers to the medical chart;
- 2) elimination of a filing backup & mis-filed charts;
- 3) reduction in risk exposure to the County and Public Health;
- 4) re-direction of work efforts of jail health staff;
- 5) elimination of multiple charts;
- 6) elimination of storage space currently used for paper-based medical records;
- 7) cost containment through process re-engineering.

Existing Project Status

This is a new project.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Efficiency

This project supports and meets virtually all the strategies outlined in the Strategic Plan. Specifically, strategy B Information Technology as Enabling More Effective and Efficient delivery system; strategy C Information Technology Standards; strategy D Access to information & Services; strategy E Business Process Improvement; strategy F Privacy and Security are all met with this project.

In addition the following Strategic Investment Criteria are met with this project:

Provide for critical and essential health or life-saving services to citizens

King County is required by law to ensure healthcare services are provided to the inmates of its correctional facilities. Implementation of the Wellcon's recommendations including an EMR solution results in significant cost savings while improving the quality and quantity of care provided by Public Health to the inmate population of King County.

Streamline business operations using cost-effective technology

Jail health services will undergo a complete business operations re-engineering in conjunction with an EMR solution under the direction of Dr. Todd Wilcox. This is based upon the use of an EMR solution to the paper based medical chart, upon which operational changes identified in the Wellcon Proviso report will be implemented.

Achieve direct cost savings over the cost of current operations

Seattle-King County jail health services are expensive and currently struggles with tremendous inefficiencies. Utilization of an EMR will enable jail healthcare services to significantly improve quality of care, reduce time spent in locating, reviewing, updating and filing the paper medical chart. The physician's time spent on manual chart notes, ability to read the chart will be significantly enhanced by the use on an EMR. This all translates into higher quality of care, more patients will be seen by current healthcare staff, reduction in human errors and misplaced/misfiled medical record charts. This also reduces the risk exposure to the County and Public Health.

Department Technology and Business Plan alignment

The purpose of the Jail Health Services program is to provide quality health & psychiatric services to the detained population of the King County Department of Adult Detention so they receive comparable health care to other King County residents. One of the measurements of the Jail Health services is in the Efficiency and Cost of Operations. An EMR solution and business process re-design directly supports the Jail Health Services business plan.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
ISP IV	125,000	40,000	\$ 165,000	
PPMB	60,000	20,000	\$ 80,000	
56742 Software acquisition, including interface development			\$ 1,300,000	
56741 Server(s), Scanners & misc. equipment			\$ 35,000	
53212 Data Circuits			\$ 20,000	
53810 Training			\$ 150,000	
Misc. Business Re-Engineering Costs TBD			\$ 250,000	
TOTAL REQUESTED EXPENDITURE			\$ 2,000,000	\$ -

Budget Details – New Project

Double budget with operating fund transfer;

Transition fund transfer from CX 10 to OIRM Capital fund 3771, project #377136.

SHERIFF'S OFFICE

CIVIL UNIT COMPUTERIZATION

Sponsor:	King County Sheriff's Office
Contact:	Sgt. Jim Noss/(206) 205-7913
New Project #:	New
Total Budget Impact:	\$34,000

Project Description

Integration of the Civil Unit into the "tech plan" established for our office and King County with the goal of information sharing, customer service, officer safety and intelligence gathering. In order to provide cost effective delivery of service it is imperative that this unit be computerized. Currently, it is the only detective unit that has not been computerized. There are two phases to this project:

1. Purchase of laptop computers for 15 detectives (cost of \$33,915).
2. Purchase of a comprehensive computer program through RFP to deal with the unique needs of the Civil Unit (cost estimate \$80,000).

Note: As with any software, there will be on-going annual costs. In this case, the estimate is 15-20% of the initial software costs on an annual basis (about \$8,000 per year).

The Civil Unit is one of the few units that is required, by statute, to provide regional services. It takes in and distributes over 76,000 legal documents annually. This unit generates over \$400,000 per year in revenue from fees associated with service of these orders. Currently, all documents are tracked by paper logs or not at all.

Outcome Measures

In 2001 a study of the civil unit was completed to see how computerization might save money. It is estimated that somewhere between \$75,000 and \$100,000 of equivalent labor could be saved per year. These potential cost savings were identified in areas related to reducing redundant hand written logs, phone call reductions by allowing inquiry about order status on the Internet, and reduction of subpoena deliveries to bad addresses requiring multiple trips by the detective. The KCSO is not committing that a position can be eliminated due to this computerization. We would need experience after implementation to determine if this is possible.

In 2002, the County paid out approximately \$64,000 in claims directly related to this unit's inability to track our actions. Computerization would allow us to track the actions we have taken on each legal document, thus reducing liability to the County from future litigation.

Other anticipated benefits:

- Allowing access to information more quickly rather than protracted had searches.
- Reduction of the number of hardcopies handled and stored by Civil Unit staff.
- Eliminate the need for maintaining handwritten logs.
- Increase accuracy of affidavits by reducing mistakes made from misreading handwritten documents.
- Compile accurate and meaningful Civil Unit statistics, such as workload analysis.
- Allow research and information sharing with deputies, thereby increasing officer safety.
- Reduction of repetitive data entry - ultimately to reduce number of key strokes.
- Checking of other data sources for officer safety information (warrants information, etc.).
- Ensuring proper tracking of documents (timely service and record of service).
- Accurate and reliable billing.
- Improved customer notification of service.
- Add our records on-line as part of regional information sharing.
- Reduction of time used to reconcile information errors (wrong addresses, etc.).
- Increase in the ability to share information with internal customers, especially with courts and prosecutors.
- Future laptop phase mentioned adds ability of deputies to do field reports.
- Provides a platform for intelligence gathering on persons who would not have had contact with the criminal justice system.

Existing Project Status

This is a new project.

Existing Technology Environment and Alignment with Strategic Technology Plan

Primary IT Goal: Efficiency

Currently, there is no technology system in place for the Civil Unit.

This project is directly related to the principals outlined in the Technology Business Plan for 2003. Areas which are applicable are: Effective and efficient service delivery allowing customers access to information via the Internet; Business process improvements by reducing redundant time consuming hand written documents, reduction of liability through detailed documentation, sharing of information across the courts, prosecutors office, private attorneys and reduction of repetitive processes.

A significant portion of this project also aligns with the Law Safety and Justice Integration project listed in the 2003 Tech Plan. Seventy percent of the orders this unit deals with are service of criminal subpoenas. The other portion of service is related to enforcing a variety of court orders in civil cases (examples are evictions, seizure and sale of personal or real property).

Department Technology and Business Plan alignment

Since 1985 efforts have been made to computerize this unit due to it's unique functions, at that time it was to be the departments number one priority. Currently, there is no way to measure performance of this unit, except on a rudimentary level of number counting. In order to even establish performance measures we must be able to obtain the tools to evaluate the workload with timely, accurate statistical information. Computerization is the first step towards that effort.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
Laptop Replacement			\$ 34,000	
TOTAL REQUESTED EXPENDITURE			\$ 34,000	\$ -

Budget Details – New Project

Transition Fund: Sheriff's Dept. #0200 within CX 10.

PUBLIC SAFETY ELECTRONIC DOCUMENT MANAGEMENT SYSTEM

Sponsor:	King County Sheriff's Office
Contact:	Kelly Furner/(206)205-7619
New Project #:	377137
Total Budget Impact:	\$140,000

Project Description

This project will provide essential electronic document management system functionality for the KCSO Records Organization. The data included within Records are essential case and investigative information required to fulfill legal requirements. This project was discussed with Carolyn Whalen and would not replace or include functionality related to the DES records management.

This project is not currently funded within the KCSO 2004 budget and is not being submitted for funding within the transition funds allotment. This information is essential to provide public safety and continuity of service and is being submitted to the Executive for funding as a compelling case to **save lives**.

Outcome Measures

Significantly reduce physical storage requirements for Records section. Will also aid in more universal access to records data by authorized personnel. Will eliminate one FTE equivalent and over 600 reams of paper annually.

Existing Project Status

N/A.

Existing Technology Environment and Alignment with Strategic Technology Plan**Primary IT Goal:** Accountability

This project falls under the KCSO Crime Information Management Portal and Community-Oriented Information Portal outlined in the Strategic Plan. Establishing an Electronic Data Management System will reduce the amount of time and effort Records spends archiving critical data, dramatically reducing, if not eliminating, the manual printing and archiving of documents. It will improve the accessibility of archived data requested by citizens, prosecutors and other agencies. The data stored electronically will be more secure. There won't be any paper to be lost or destroyed, the electronic data will be backed up and possibly stored off-site. This will enable the restoration of data in the event of possible system failure or data corruption.

Department Technology and Business Plan alignment

Develop and implement an electronic document management system for Records, taking an enterprise view to incorporate MAPS initiative, unique command staff requirements, etc.

REQUESTED EXPENDITURE				
Description	Salary	Benefits	Total for 2004	Ongoing
56740 Hardware and software			\$ 140,000	
TOTAL REQUESTED EXPENDITURE			\$ 140,000	\$ -

Budget Details – New Project

Double budget with operating fund transfer;

Transition fund transfer from CX 10 to OIRM Capital fund 3771, project #377137.

APPENDIX

APPENDIX A - GUIDING PRINCIPLES FOR INFORMATION TECHNOLOGY

APPENDIX B – OFFICE OF INFORMATION RESOURCE MANAGEMENT WEBSITE LINKS

APPENDIX C - FROM POLICY TO NEW TECHNOLOGY

APPENDIX A - GUIDING PRINCIPLES FOR INFORMATION TECHNOLOGY

These guiding principles provide the policy framework to promote a standard and cost effective approach to delivering and operating information technology to achieve the goals of improving

- Efficiency
- customer service
- public access to our government
- transparency of and accountability for decisions

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| 1 | Central Review and Coordination of Information Technology | <ul style="list-style-type: none">◆ Information technology investments should be coordinated at a countywide level to leverage development efforts, reduce duplicative costs and ensure compatibility of systems. |
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| 2 | Information Technology Enables Effective and Efficient Service Delivery | <ul style="list-style-type: none">◆ Funding approval through the technology governance structure should be based on a sound business case that documents measurable outcomes, including service delivery improvements.◆ When assessing new software solutions, commercial off-the-shelf software packages that adequately meet the business requirements of the county are preferable to custom developed applications. The county should determine requirements and analyze both operational and financial business cases when evaluating the alternatives of building or buying new software applications.◆ Information technology investments should be effectively managed and tied directly to service performance results.◆ Investments in legacy systems should be limited to mandated and essential changes that can demonstrate extending the useful life of the system. |
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| 3 | Information Technology Standards | <ul style="list-style-type: none">◆ Hardware, software, and methodologies for management and development should adhere to countywide standards adopted through the technology governance structure.◆ Hardware and software should adhere to open (vendor independent) standards to promote flexibility, interoperability, cost effectiveness, and mitigate the risk of dependence on individual vendors, where applicable. The County will proactively define and describe these standards in RFPs and other communications with vendors.◆ Technology operations and project management should adhere to best practices to ensure consistency, achieve efficiencies, and maximize success.◆ Technical staff should be provided with appropriate training to ensure effective management of information technology resources. |
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| 4 | Access to Information and Services | <ul style="list-style-type: none">◆ Information and services should be provided using web-based technology with standard navigation tools and interfaces where appropriate.◆ A reliable and secure communication and computer infrastructure should be provided to ensure seamless self-service access to information and services. |
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| 5 | Business Process Improvement | <ul style="list-style-type: none">◆ Industry best practices should be applied to optimize business processes.◆ When implementing commercial off-the-shelf software packages, the county should adopt and implement industry best practices, redesigning business processes as required in order to improve operations, minimize customization and speed the delivery of new business applications◆ Comprehensive business solutions should be developed across organizational boundaries to cover end-to-end business processes.◆ Data should be captured once and shared to reduce cost, duplication of effort and potential for error. |
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| 6 | Privacy and Security | <ul style="list-style-type: none">◆ The county should adopt and implement an effective privacy policy that articulates the manner in which it collects, uses, and protects data, and the choices offered to protect personal information within the constraints of public disclosure law.◆ Reasonable, cost-effective measures should be implemented to protect data, hardware and software from inappropriate or unauthorized use, alteration, loss or destruction.◆ Auditable security measures should be part of the initial architecture and design as information technology solutions are developed and implemented. |
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APPENDIX B – OFFICE OF INFORMATION RESOURCE MANAGEMENT WEBSITE

LINKS

Throughout this report, references to the technology governance are intended to include any or all of the groups defined beginning at KCC 2.16.07582. For the reader's convenience, links to the Office of Information Resource Management web sites that support the technology governance, including the project monitoring and phased funding release review work of the Project Review Board is provided below:

INTERNET LINK: <http://www.metrokc.gov/oirm/index.htm>

INTRANET LINK: <http://kcweb.metrokc.gov/oirm/>

APPENDIX C - FROM POLICY TO NEW TECHNOLOGY

This is a graphical representation of the flow of information into the various tasks and reports for which the technology governance is responsible. For example, while the focus of the Technology Business Plan is on the technology investments proposed in the Executive's budget, it should be noted that the county agency business plans are fundamentally important to support the county in planning for and managing information technology to enable cost-effective delivery of services. The work and reports from the technology governance all build on business plans and policy direction, taking into account the current state of the county's information technology environment.

