

# GENERAL GOVERNMENT CAPITAL IMPROVEMENT PROGRAM

## Introduction to Program, Goals and Highlights

The General Government capital program includes two major project categories: technology and facilities. The budget development methodology and project descriptions are provided below.

### **Technology Project Prioritization Methodology**

The 2007 Executive Proposed Budget contains requests for capital improvement (CIP) appropriations for information technology (IT) projects. The IT projects included in the 2007 budget have been evaluated with a structured review process to validate alignment with the County's Strategic Technology Plan investment criteria, evaluate the value propositions, and assess project and operating risks. The IT review included initial conceptual presentations and provided early Chief Information Officer (CIO) direction for budget submittals. The review of IT budget requests was coordinated with the Technology Governance process and was presented to the CIO for recommendations.

There are four IT primary goals used to categorize projects. These goals are:

- Accountability,
- Customer service/accessibility,
- Efficiency, and
- Risk management.

Each IT project is categorized by a primary goal alignment. The evaluation of each project is based on the potential achievement of meeting the stated measurable business objectives and specific benefits aligned with the primary goal. The review process includes an evaluation of project and operating risks, plan of work, approach, and timeline.

This review also yields a high level understanding of significant technical aspects of the proposed IT project such as architecture and interoperability affect on current IT environment, alternatives, and feasibility. This analysis forms the basis for the establishment of specific CIO recommendations and conditions concerning the governance requirements for each project.

IT projects aligned to the primary goal of efficiency are evaluated based on the completion of a Cost/Benefit Analysis (CBA). The CBA uses a Net Present Value (NPV) method of comparing future cash flows expected from an IT investment to the expected cash outflow of the investment.

### **Facilities Project Prioritization Methodology**

The Facilities Management Division (FMD) coordinates the building facilities CIP submittal process. Capital Planning and Development Division managers and staff engaged client

agencies in early discussions about their capital needs. As a result, the projects proposed for funding were selected through a collaborative effort of the Current Expense funded agencies. This approach provided a forum for agencies competing for scarce resources to evaluate capital needs countywide and prioritize projects that will address the most critical needs.

The General Government Capital Program proposed for 2007 totals approximately \$152 million and includes retirement of \$88 million of bond anticipation notes used for interim financing on various capital improvements for King County facilities, capital projects that support the Major Maintenance Program and appropriation authority for Long Term Leases.

For the year 2007, the Facility Management Division Capital Program includes:

- Remodel and tenant improvement projects that will improve the working environment to address health and life safety priorities for employees and the public.
- Projects that either upgrade existing county facilities to bring them into code compliance or maintain the structural integrity of facilities and tenant improvement projects that will result in a more efficient working environment.
- Remodeling projects that respond to the Americans with Disabilities Act to ensure that all county facilities are accessible.

The General Government Capital Program is funded by a variety of sources: Current Expense, un-obligated fund balance in existing bond funds, and bond funding.

### **Asset Preservation – Major Maintenance Reserve Fund**

General Fund major maintenance projects are selected by scheduled year of replacement (based on age and life expectancy of the system), critical nature of the facility, and the condition of the system. These factors are used to determine the priority ranking for any given year. After the final ranking, the design of the system and product selection are based on a 20 year life cycle cost analysis that factors initial cost, replacement cost, and ongoing energy and maintenance cost to determine the present value of all alternatives. The system with the lowest present value is then selected to be incorporated into the final design.

The Major Maintenance Program managed by the Facilities Management Division (FMD) provides funds for the periodic replacement and repair of county owned building systems and components on the 34 buildings maintained by FMD. In 2007, the Major Maintenance Program continues the investment in these facilities by funding approximately \$11.3 million in projects in 14 buildings. The budget authority is allocated to the following categories: exterior finishes – 19%, interior finishes – 11%, plumbing – 3%, HVAC – 20%, electrical – 27%, fire protection – 2%, site work – 7%, contingency – 5% and debt service – 6%. The Major Maintenance Program in 2007 is fully funded as defined in Ordinance 14743 adopted by the County Council in 2003.

## General Government Capital Program

Agency	Project Name	2007 Executive Proposed Budget	Continuation of Existing Project
<b>Facilities</b>			
FMD	ADA Annual Allocation to Prioritized Projects	300,000	X
FMD	Server/Teledata Room Infrastructure	398,797	
FMD	NCOB LEEDS Certification	207,000	
FMD	New County Office Building FF&E	3,802,900	X
FMD	NCOB Feasibility	(475,000)	
FMD	Tashiro/Kaplan TI/Rent	(48,643)	
FMD	Elections Consolidated Facility	(950,000)	
FMD	Major Maintenance Program	11,270,817	X
FMD	CH Basement Maintenance Shop - Life Safety & Operational Assessment	73,130	
<b>Technology</b>			
DOA	PBS Replacement	657,304	X
FBOD	MSA Bi_Weekly	1,656,438	
FMD	SO-DAJD-FMD Radio System Enhancements	127,560	
FBOD	Benefit Health Information Project	276,425	X
DES	Electronic Records Management System	817,666	X
FMD	FMD Construction Project Management System	143,646	
OIRM	Business Continuity	1,753,748	X
OIRM	Executive Branch IT Reorganization	907,860	X
OIRM	Information Security and Privacy	1,231,391	X
OIRM	IT Project Management	134,583	X
OIRM	Network Infrastructure Optimization	770,000	X
OIRM	Emergency Radio Replacement	330,000	
OIRM	800 MHz Trunked Radio System Sprint/Nextel Rebanding	400,000	
OIRM	Enterprise IT Equipment Replacement	1,677,706	X
<b>TOTALS</b>			
	Facilities	14,579,001	
	Technology	10,884,327	
	Total	25,463,328	

### 2007 General Government Technology Project Highlights

#### Transition Fund/Central Rate Projects:

#### Department of Assessments: Property Based System Replacement – 2007 Budget Request \$657,000

The Property Based System is proposed for replacement to improve business process efficiency and improve data storage. The proposed 2007 project budget will allow the County to complete vendor selection and prepare for implementation of the replacement of the Property Based System within one year. The tasks identified in the Vendor Selection process sets the stage for a successful implementation by accomplishing the following:

- Reduce the interruption of key operational functions without delay of the RFP advertisement.

- Ensure accuracy and thoroughness of the RFP.
- Equip selection panel with the right tools and information necessary to identify the 'best-fit' vendor solution.
- Involve operations staff at all levels creating user 'buy-in' of the replacement solution.
- Establish dedicated project staff that will be key in the eventual implementation of the replacement solutions.
- Provide necessary documentation of existing data and associated business applications.
- Initiate verification and clean up of existing data stores.

The project is currently working to complete Phase II and the Quantified Business case (QBC). The project is presently on schedule to complete this phase by January 2007.

**DES: Finance - MSA Bi-Weekly – 2007 Budget Request, \$1,656,438**

This proposed technology project will move the MSA payroll system from a semi-monthly to a bi-weekly cycle. At the present time King County currently operates two payroll systems, PeopleSoft and MSA. PeopleSoft pays one-third of county employees on a bi-weekly cycle and MSA pays the other two-thirds on a semi-monthly cycle. As a result, the county supports 50 payroll cycles per year. It is recommended that the MSA system and supporting business processes be shifted from a semi-monthly to a bi-weekly cycle so that it is consistent with PeopleSoft and provides efficiencies and financial benefits that are in line with current industry best practices.

Moving to a bi-weekly cycle in MSA is the second of two dependent projects that make up the MSA improvement efforts that were approved by the County Council as a number one priority in the county's 2006 Strategic Technology Plan. This first project accomplished data clean-up and alignment and this project accomplish operational alignment. Both projects accomplish significant steps towards the migration of the county into one payroll system (from MSA to PeopleSoft) that will take place as part of the Accountable Business Transformation (ABT) program.

**DES: FMD Radio System Enhancements – 2007 Budget Request, \$127,560**

In 2007, the proposed budget will fund the analysis of radio system improvement alternatives for County buildings in or near the downtown county office complex. The King County Sheriff's Office (SO), Department of Adult and Juvenile Detention (DAJD) and Facilities Management Division's Security Section (FMD) have experienced radio communication "dead spots" in numerous areas of County-owned buildings. Buildings which have "dead spot" problems include the King County Courthouse, Administration Building, Yesler Building, New Parking Garage, King County Correctional Facility, Youth Service Center and Regional Justice Center.

**OIRM: Business Continuity - 2007 Budget Request, \$1,753,748**

The IT Business Continuity program will deploy an alternate data center to be used for critical applications in the event of a disaster. The project includes the purchase and provision of necessary equipment and services to enable access to critical applications during a disaster, implementation of interoperable communications and priority communication services for county IT staff use during a disaster, and exploring and implementing, where appropriate,

partnership opportunities with other governmental entities, in particular the State of Washington and the City of Seattle.

**OIRM: Executive Branch IT Reorganization - 2007 Budget Request, \$907,860**

The 2006-2009 plan to reorganize Executive branch IT contains four components. The 2007 effort will include progress within all of these components.

- Enterprise Architecture and Transition: Plans will define the scope of IT operations for providing services to all end users of technology within the Executive branch. Service Level Agreements (SLA's) will define performance in terms of metrics, measurement processes and ongoing reporting. Once plans are developed, documents will be vetted by department sponsors prior to implementation.
- Server Consolidation: In the 2006-2009 period, the Executive branch will develop and implement a server consolidation plan to reduce the number of servers in operation. Server consolidation is the process whereby hundreds of software applications running on the 636 existing servers will be converted to run on a significantly reduced number of servers.
- Workstation Standardization: Concurrent with the server consolidation process, a workstation standardization project will begin. This project will begin through the development of a plan to reduce workstation support operations.
- Service Center Buildout: The Service Centers will address Enterprise needs and departmental needs. The centers will work closely together following the same model and using the same tools. The planning for these centers will determine the eventual scope of centralized help desk operations.

**OIRM: Information Security and Privacy Program - 2007 Budget Request, \$1,231,391**

In 2007 Information Security and Privacy program will continue to implement security compliance, provide training, develop and implement policies, standards, guidelines and methods; and monitor corrective actions to address identified risks and liabilities pertaining to sensitive information. In 2007, the Information Security and Privacy program will pursue the following initiatives:

- Endpoint Policy Compliance: A system to enforce endpoint policy compliance.
- Endpoint Configuration Consistency: Investigate and implement a system to provide consistency in endpoint configuration.

These two projects will reduce the complexity and costs of managing servers and desktops through policy-based automation, configuration management, application distribution, operating system migration and update management.

**OIRM: IT Project Management - 2007 Budget Request, \$134,583**

In 2007 this project will continue to provide training and tools to improve IT project management. Project management maturity is one of the key attributes in being able to repeat project success across an organization's projects regardless of the individuals working on those projects.

In 2007 this project will implement Microsoft Project Server Pilot. This is a pilot project to

introduce a project management software system into ITS/OIRM for planning, scheduling and reporting on projects.

**OIRM: Network Infrastructure Optimization - 2007 Budget Request, \$770,000**

This project will continue to guide the transformation of the county's aging and obsolete voice and data network environment into a cost-effective, reliable, and secure network service infrastructure. It is a continuation of the Network Infrastructure Optimization (NIO) Program which began in 2003. By the end of 2006, the program will have completed the following preliminary activities laying the groundwork for the transformation as well as meeting the following objectives:

- Assessment and evaluation of the network infrastructure and associated operations
- Short-term mitigation of identified deficiencies and realization of cost savings opportunities
- Verification of potential technology solutions via trials and pilots
- Development of a migration plan
- Completion of a countywide IP network infrastructure deployment plan that identifies the new integrated voice, data, and video IP network for King County and details the transition
- Selection of an IP Telephony standard solution for King County via the RFP process
- Migration of up to two business units to IP telephony
- Continued implementation of the wireless infrastructure

**Non-CX Funded Projects:**

**DES: Finance – Benefit Health Information Project- 2007 Budget Request, \$276,425**

This project will complete the implementation of an on-line benefit enrollment system for the annual open enrollment in the fall of 2006 for the 2007 benefit plan year. The operational support for this new system, carrying over into the first quarter of 2007, is also a responsibility of this project. This project is a two year project with the majority of the work having been done in 2005 and 2006. The 2007 effort will be completed in the second quarter of 2007. In 2005 the Business Case for this project was approved by the King County Project Review Board and the County Council.

**DES FMD: - Construction Project Management System – 2007 Budget Request, \$143,646**

FMD plans to purchase and implement a commercial “off the shelf” construction project management system that will support the agency's capability to standardize current business processes, enable collaboration and information exchange by all project team members, and improve timely decision making.

FMD's Capital Planning and Development (CPD) section currently uses a variety of different tools to manage CIP projects and track performance measures of the section, including standard desktop MS Office suite applications, MS Project, the county's ARMS financial system, and a

host of manual processes. The typical project load is 200 to 300 projects per year, with a combined budget ranging from \$60 to \$80 million. This work is managed by 16 to 18 project managers.

**DES: REALS - Electronic Records Management System – 2007 Budget Request, \$817,666**

This project will implement a central repository for the management and retention of Public Records. The project includes implementing an electronic records management system (ERMS) and, following a successful implementation, rolling out the system County-wide following a phased deployment approach. Development of policies, procedures, and standards, as well as employee education on Public Records management, is included in this project. In addition to a focus on electronic records retention and archiving (i.e., the middle and end of the document lifecycle) this proposal incorporates an assessment of the County's business need for document management as well (the beginning of the document lifecycle).

In 2007 this project will implement two key components of the Electronic Records Management Program.

- The first component will be the initial implementation of an Electronic Records Management system addressing the County's electronically generated public records. During 2007 the system will be implemented in a selected division of 75-100 users. Implementation will include vendor selection, hardware and software procurement, system installation and configuration, user training, testing, and end user acceptance of the system.
- The second component of the electronic records management program will be the initial implementation of the recommendations spelled out in the assessment performed for the County Archives and its needs for managing electronically generated historical records.

**OIRM: RCS/ITS - Emergency Radio System (ERS) Equipment Replacement Assessment and Proposal - 2007 Budget Request, \$330,000**

The King County Emergency Radio System (ERS) is nearing the end of its useful life which is projected for 2011 to 2013. This project provides for an assessment and proposal for the replacement of the ERS, its supporting infrastructure, and nearly all portable and mobile radios. New and emerging technology may dictate development of new transmit sites throughout the county and decrease the ability to leverage off existing site and tower infrastructure.

Since the ERS is a shared responsibility between the City of Seattle, King County, Valley Communications Center and the Eastside Public Safety Communications Agency, it will be important to start this assessment and develop a recommended proposal so that all four groups will be able to establish the necessary funds and resources needed to replace this system.

The King County regional 800 MHz trunked radio system was approved by voters in September 1992 with the authorization of a three year special levy to finance the development of the system. Included in the funding package were mobile and portable radios, transmitter site equipment, an interconnecting microwave transmission network, network controllers and other related equipment. The levy was collected in 1993, 1994 and 1995 at a rate not to exceed \$.16 per \$1000 of assessed valuation, for a total amount of \$57,016,764.

**OIRM: RCS/ITS - 800 MHz Trunked Radio System Sprint/Nextel Rebanding - 2007 Budget Request, \$400,000**

The Federal Communications Commission (FCC) in negotiation with Nextel has mandated a reconfiguration of the 800 MHz Frequency Spectrum (termed “Rebanding”). This rebanding is a result of negotiations that will mitigate nearby frequency spacing interference in both the general purpose 800 MHz spectrum and the Public Safety 800 MHz spectrum bands. The King County Emergency Radio System (ERS), an 800 MHz Trunked Radio system, operates within both of these bands and requires reconfiguration in accordance with this mandate. Upon reconfiguration, there will be enough separation between the King County ERS and Sprint/Nextel to eliminate the harmful interference that is being experienced today. Sprint/Nextel is responsible for all reasonable expenses associated with Rebanding efforts.

**OIRM: Enterprise-Wide IT Infrastructure Equipment Replacement - 2007 Budget Request, \$1,677,706**

2007 marks the fourth year of the enterprise IT equipment replacement program (the program was adopted by the County Council in August 2003). Since all of the county’s critical business processes depend on the network to some degree, a reliable and secure network is a mandatory delivery tool for providing county services. King County’s Wide Area Network (KCWAN) is owned, operated, and managed by OIRM-ITS and is fundamental to and pervasive in county business. The county’s current infrastructure is aging. Much of the infrastructure consists of obsolete technology. It is essential to resolve current deficiencies, while King County maintains support for emerging and future business needs. There are approximately 460 devices (routers, switches, application servers, and miscellaneous related equipment) that comprise the county’s enterprise technology computing infrastructure.

***Council Adopted Budget***

**SECTION 119. CAPITAL IMPROVEMENT PROGRAM**

***ER4 EXPENDITURE RESTRICTION:***

*Of the appropriation for CIP Project 377142, Accountable Business Transformation, \$136,356 shall be expended solely for support of independent contract oversight on the Accountable Business Transfer project to be provided by the auditor's office.*

**2007 General Government Facilities Project Highlights**

**Server/Teledata Room Infrastructure – 2007 Requested Budget \$398,797**

The project will provide new heating, ventilation and air-conditioning (HVAC) systems to provide adequate cooling at five existing server/teledata rooms in county buildings: Courthouse - 3 locations, Administration Bldg. - 1 location, and Youth Service Center - 1 location. These server/teledata rooms have the most urgent needs of the 28 locations identified in county buildings which have high needs for improvements, most of which are directly related to additional cooling.

**Courthouse Basement Maintenance Shop – Life Safety & Operational Assessment – 2007 Budget Request \$73,130**

The project provides for a life safety and operational assessment of the courthouse basement maintenance shops. The assessment includes HVAC, air quality, sewer line backup and space use and storage efficiencies.

**Accessibility Project Allocation – 2007 Requested Budget \$300,000**

This project will fund the high priority items identified in the 2002 Americans with Disabilities Act survey that included district court and public health center facilities. This work will include revising curb ramps, sidewalks, stairs and other items to ensure ADA compliant public accessibility to facilities. Future funding over the next five years is planned to complete the remaining work identified in the report.

**New County Office Building Furniture and Fixtures – 2007 Requested Budget \$3,802,900**

The 2007 proposed funding of \$3.8 million adds to the current project budget of \$3.0 million previously approved by the King County Council. The used furniture market has been weak and the additional funding will provide the county with needed flexibility, particularly if that market continues to be weak. The New County Office Building is scheduled for occupancy in March 2007 and all major furniture and fixtures purchases must be completed in advance of that date. Timely purchases will allow for an orderly and timely occupancy of the new building, as many agencies will be moving from privately leased space and their lease terminations are tied to the occupancy date.

**New County Office Building LEED Certification – 2007 Requested Budget \$207,000**

The Leadership in Energy and Environmental Design (LEED) green building rating system, developed and administered by the U.S. Green Building Council, a Washington D.C. based non-profit coalition of building industry leaders, is designed to promote design and construction practices that increase profitability while reducing the negative environmental impacts of building and improving occupant health and well being.

The LEED rating system offers four certification levels for new construction – Certified, Silver, Gold and Platinum that corresponds to the number of credits accrued in six green design categories: sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality, and innovation and design process.

The 2007 request provides funding for three items in support of a Gold LEED certification for the New County Office Building: addition of metering equipment that monitors the building's energy and water systems and the development of a maintenance and verification plan that incorporates all of the monitoring information, addition of humidity controls within each thermally controlled zone in the building and the use of certified wood in the project.

By adding the metering equipment and verifying system performance it ensures the systems are operating optimally.

**NCOB Feasibility – 2007 Requested Budget (\$475,000)**

The scope of work supported by the original appropriation has been completed and as result, the remaining budget authority is being canceled.

**Tashiro/Kaplan Tenant Improvement/Rent – 2007 Requested Budget (\$48,643)**

The project budgeted in 2004 to supplement the Cultural Development Authority expenditures to move from the Smith Tower to the Tashiro Kaplan Building has been completed and the remaining appropriation authority is proposed for disappropriation. This cancellation reduces general government capital budget reliance.

**Elections Consolidated Facility – 2007 Requested Budget (\$950,000)**

Budget authority for this project was originally approved to cover the potential costs of the requested Solicitation of Offers (SFO) process to evaluate lease and purchase offers for a consolidated elections facility. The SFO process has been completed and the remaining appropriation authority is proposed for disappropriation.

**Finance Charge – Fund 3951 – 2007 Requested Budget \$66,449**

The project provides funding for the annual central rate for Finance Department costs.

**Major Maintenance Program – 2007 Requested Budget \$11,270,817**

The Major Maintenance Program managed by the Facilities Management Division (FMD) provides funds for the periodic replacement and repair of county owned building systems and components on the 34 buildings maintained by FMD. In 2007, the Major Maintenance Program continues the investment in these facilities by funding approximately \$11.3 million in projects in 14 buildings. The budget authority is allocated to the following categories: exterior finishes – 19%, interior finishes – 11%, plumbing – 3%, HVAC – 20%, electrical – 27%, fire protection – 2%, site work – 7%, contingency – 5% and debt service – 6%. The Major Maintenance Program in 2006 is fully funded as defined in Ordinance 14743 adopted by the County Council in 2003. The list of Major Maintenance projects for 2007 includes a key project to replace the Communications and Security system at the Youth Service Center. The project will upgrade the electronic security system, including an upgrade of the software that operates the system. In addition, the radio and intercom systems throughout the facility will also be upgraded.

***Council Adopted Budget***

*395696-Elections Consolidated Facility - \$950,000*

*395697-New County Office Building FF&E – (\$1,602,791)*

*322200-Housing Projects - \$500,000*

**SECTION 119. CAPITAL IMPROVEMENT PROGRAM**

**ER6 EXPENDITURE RESTRICTION:**

Of the appropriation for CIP Project 322200, \$500,000 from the CFSA transfer to housing opportunity shall be expended solely for new housing projects.