

GENERAL GOVERNMENT CAPITAL IMPROVEMENT PROGRAM

Introduction to Program, Goals and Highlights

The General Government Capital Program proposed for 2008 includes the following five categories:

- Facilities including major maintenance and elections facility acquisition: \$37.5 million
- Technology Projects: \$7.4 million
- Long Term Leases: \$26.8 million (lease space costs are budgeted in operating budgets and transferred to a capital budget for payment to leasers)
- Housing Projects: \$25.1 million (see the Community and Human Services section of the operating budget book for a discussion of housing project budgeting)
- Technology Equipment: \$2.6 million

The budget development methodology and project descriptions for technology projects and facility projects are provided below.

Technology Project Prioritization Methodology

The 2008 Executive Proposed Budget contains requests for capital improvement (CIP) appropriations for information technology (IT) projects. The IT projects included in the 2008 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.

For the year 2008, 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.
- Asset preservation is budgeted in the 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 General Government Capital Program is funded by a variety of sources: Current Expense, capital fund balances, and bond funding.

General Government Technology and Facilities Capital Projects

Agency	Project Name	2008 Executive Proposed	Existing Project
FACILITIES			
FMD	Elections Building Acquisition	\$ 24,934,000	
FMD	Accessibility Project Allocation	\$ 311,876	X
FMD	Animal Control Facility Master Plan	\$ 180,614	
FMD	Security Master Plan	\$ 507,381	
FMD	Major Maintenance Program	\$ 11,608,941	X
TECHNOLOGY			
DES	E-911 – Equipment Upgrade	\$ 2,604,281	
DES	Electronic Records Management System (ERMS)	\$ 1,444,634	X
DES	FMD Construction Project Management System	\$ 120,000	X
DES	FMD SO-DAJD-FMD Radio System Enhancements	\$ 75,000	X
* DDES	Permit Integration	\$ 398,544	
* DNRP	Replacement of R:Base for DOS Program	\$ 201,890	
OIRM	Emergency Radio System Equipment Replacement Assessment & Proposal	\$ 314,238	X
OIRM	Executive Branch IT Reorganization	\$ 940,000	X
OIRM	KingCounty.gov Web Work	\$ 697,000	X
OIRM	Radio Infrastructure Facility & Tower Grounding	\$ 480,000	
OIRM	Radio Tower Repair Work	\$ 120,000	
TOTALS			
Facilities		\$ 37,542,812	
Technology		\$ 7,395,587	
Total		\$ 44,938,399	
* These projects are referenced in the Physical Environment section of the Executive Proposed Budget.			

2008 General Government Technology Project Highlights

Transition Fund/Central Rate Projects:

DES: KCSO-DAJD-FMD Radio System Enhancements: \$75,000

The King County Sheriff's Office (KCSO), Department of Adult and Juvenile Detention (DAJD) and Facilities Management Division's Security Section (FMD) will evaluate a vendor solution to mitigate radio communication "dead spots" in areas of county-owned buildings. Radio communications, if disrupted during emergency situations as a result of "dead spots" could present serious life and safety issues.

OIRM: Executive Branch Information Technology Reorganization: \$940,000

The 2007-2010 plan to reorganize Executive branch IT contains four components:

- Enterprise Architecture and Transition: In 2007-08, the Executive branch will anchor the IT reorganization process through development of service delivery plans. These plans will define the scope of IT operations for providing services to all end users of technology within the Executive branch.
- Server Consolidation: In 2008-2010, the Executive branch will develop and implement a

server consolidation plan to reduce the number of servers in operation.

- 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 Build out: Also in 2009-10, the Executive branch is planning to establish Service Centers, or a multipart Service Center, to support Executive branch end users of technology.

OIRM: KingCounty.gov Web Work: \$697,000

King County acquired the Internet domain www.kingcounty.gov on February 16, 2007, with a condition that the current domain www.metrokc.gov be retired by January 31, 2009.

Implementation of the new domain requires certain upgrades and changes to the existing Internet infrastructure. Retiring the current domain is a very significant effort that will involve all agencies and divisions, and will require long term coordination. As a result, the county will undertake a broad “Web improvement program,” which must manage and address a number of complexities and issues to ensure a successful implementation of the new URL, establish “best practices” for managing continuity, back-up/recovery, redundancy and service levels.

Council Adopted Budget

377191 - Executive Branch Information Technology Reorganization – (\$940,000)

Non-Current Expense Funded Projects:

DES / E-911: E-911 Equipment Upgrade: \$2,604,281

Since the implementation of Enhanced 911 technology for wire line telephones in the 1980s, there have been many changes and advancements to the service driven by new telecommunications services such as voice over Internet Protocol (VoIP); the addition of cameras and video to cell phones; and Automatic Collision Notification (ACN) systems. The public expects all these various types of devices are able to call 911 and interface to the E-911 system. In response to this trend, the national 911 associations and other national standards bodies have been working to develop advancements in E-911 systems to ensure that 911 service is available to users of these new technologies. In preparation for this new network, the E 911 backroom equipment on which the 911 trunks terminate must be upgraded.

DES / REALS: Electronic Records Management System (ERMS): \$1,444,634

This is an existing multi-year project that will implement a central repository for the management and retention of public records. The project will include implementing an electronic records management system (ERMS) within the Human Resources Division of the Department of Executive Services. Following a successful implementation, the system will be rolled-out county-wide in a phased approach. Development of policies, procedures, and standards, as well as employee education on public records management is included in this project. The scope of the project encompasses public records created on individual user’s workstations, digital imaging of public records created in paper format, Web records, implementation of a physical records management component and migration of the County Records Center inventory database.

DES FMD: Construction Project Management System: \$120,000

FMD's Capital Planning and Development (CPD) section currently uses a variety of tools to manage capital improvement projects (CIP projects) and track performance measures. The project load is approximately 200 – 300 projects per year, with a combined annual budget of \$60 - \$80 million. This work is managed by 16 -18 project managers. FMD has recognized a need to find a technical solution to improve the efficiency and accountability of its capital project management staff. Implementation will help FMD avoid costly project delays. The 2008 appropriation request is an increase to the existing project amount and is necessary to complete the project as originally scoped.

DDES: Permit Integration: \$398,544

The Department of Executive Services (DES) together with the Department of Development and Environmental Services (DDES) are working towards defining and implementing a more integrated approach to the county's permit business processes, underlying business systems, and associated technology infrastructure. The Permit Integration project will support the replacement of necessary systems for the express purpose of:

- Improving customer service,
- Crafting more efficient processes,
- Increasing the level of transparency between people, processes, and information,
- And reducing current risk associated with aging, disparate systems.

DNRP: Replacement of R:Base for DOS Program: \$201,890

The R: Base for DOS application provides work order, supplies inventory, and accounting functions for Parks. It is customized to fit the Parks Division's business operation needs that have evolved since the 1980's, and it is central to Parks operations. This R: Base application has reached the end of its useful life. It is difficult to maintain and it is costly to make required changes to the system. There is a risk that the system could permanently crash with irrevocable data loss. The Division must replace this system in the three key areas that R:Base supports: work order tracking, inventory management, and accounting.

OIRM / Radio: Emergency Radio System Equipment Replacement Assessment & Proposal: \$314,238

The King County Emergency Radio System (ERS) is nearing the end of its useful life which is projected for 2011-2013. The primary purpose of the system is to provide emergency radio communications services for all the police, fire, emergency medical services, public school districts and public hospitals within King County. The secondary purpose of the system is to provide, to the extent possible within the constraints of available funding and limited spectrum availability, sufficient capacity within the system to service other public agencies with emergency response duties. 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.

OIRM / Radio: Radio Infrastructure and Tower Grounding: \$480,000

During the early part of this decade there were a series of events that occurred which threw the

reliability of the Regional Emergency Trunked Radio system into question. Because of this, the Regional Communication Board (RCB) commissioned a system performance audit which was conducted by Motorola to assess and document the condition of the entire Regional Emergency Trunked Radio system. One aspect of this audit related to the Radio Infrastructure Grounding system which is used to protect the tower and adjacent building facilities from high voltage lightning strikes. The documentation produced by Motorola carefully articulated a list of discrepancies which violated the Motorola installation grounding standard known as R56.

OIRM / Radio: Radio Tower Repair Work: \$120,000

Radio Communication Services operates several towers throughout the county which sustain the antenna systems for the 800 MHz Emergency Trunked Radio System. These towers require continuous maintenance to prolong their lifecycles and maintain them in a viable readiness state. Additionally, radio towers are subject to engineering constraints and must be properly loaded and structurally strengthened to withstand typical wind and ice loads present in this portion of the county. A study was commissioned with 2006 CIP funds to assess the condition of 7 towers. The documentation from that study will inform the extent and scope of this project to correct any found and documented discrepancies.

Council Adopted Budget

Section 130

P1

EXPENDITURE RESTRICTION: Of this appropriation, \$100,000 for the IT permit integration project (CIP Project 377210) shall not be expended or encumbered until the completed quantifiable business case analysis is transmitted to the council. The quantifiable business case should include a detailed description of the preferred alternative, a cost range and implementation schedule for the preferred alternative, and the expected cost allocation, based on benefit, among the various county agencies and funds to implement the recommended alternative. The quantifiable business case must include the signatures of directors of departments that are project sponsors, including the department of development and environmental services, the department of public health, the department of executive services, the department of transportation, and the department of natural resources and parks. The signatures of the directors of departments shall indicate agreement with the business case.

Section 130

P2

EXPENDITURE RESTRICTION: Of this appropriation, no funds shall be expended or encumbered for the issuance of the request for proposal related for the IT permit integration project (CIP Project 377210) until the completed quantifiable business case analysis is transmitted to the council as required by this ordinance. However, funds may be used to prepare the request for proposal.

Section 130

P3

EXPENDITURE RESTRICTION: Of this appropriation, funds may not be encumbered or spent for the following projects: DDES IT Permit Integration (CIP Project 377210), KCSO Sector

Project (CIP Project 377218) and the DCHS Client Information Services Project (CIP Project 377209) until the project managers for each project have identified preliminary performance measure, approved by the project review board, for measuring the benefits of each project.

Section 130

P4

EXPENDITURE RESTRICTION: Of this appropriation, no funds may be spent on the implementation of a solution for the Replacement of R: Base for DOS Program until the proposed solution is evaluated and approved by the ABT project team.

Section 130

P5

EXPENDITURE RESTRICTION: Of the appropriation for Project 377142, accountable business transformation, \$100,000 shall not be expended or encumbered until the ABT program management office provides to the council, in writing, the proposed Capital Improvement Program ("CIP") reporting and analysis requirements that will be included in ABT High level Business Design for the budget system business functions. Such proposed Capital Improvement Program ("CIP") reporting and analysis requirements shall be the basis for a critical analysis report of all the Capital Improvement Programs managed by the various divisions within the executive departments and subject to proviso P6 of this section.

The ABT program management office and the office of management and budget ("OMB") shall continue to work collaboratively with council staff to develop the proposed budget system process for CIP reporting and analysis requirements to ensure that the county-wide budget system selected as part of the ABT Program will be able to report for each CIP project the following "Reporting Elements": (1) the initial, baseline schedule, scope of work and budget ("Baseline information"); (2) all the costs, incurred to date and/or projected to complete the project, by a standard category system ("Standard System") to be used by all agencies to capture and report such project costs; (3) the standards or methodologies used by the CIP agency for estimating those costs; (4) the schedule milestones for each project, completed and projected; and (5) a reporting mechanism that clearly indicates a project's deviations from the initial Baseline Information, when the deviation(s) occurred, in what project cost category, and the reasons why.

The Standard System should include but not be limited to the following cost categories: programming, predesign/planning, environmental/EIS, permitting, design, mitigation construction/implementation, construction management/inspections, contract/project management and agency internal costs, close-out contingencies.

The Reporting Elements shall be used [for] the framework or format by which the executive shall produce a critical analysis report for selected projects within the CIPs managed by the various divisions within the executive departments as set forth in proviso P6 to this section.

The executive shall submit the report on the proposed Reporting Elements for CIP reporting and analysis requirements that will be included in ABT High Level Business Design for the budget system business functions in the form of 11 copies with the clerk of the council, who will retain the original and forward copies to each councilmember and the lead staff of the capital budget

committee, or its successor.

Section 130

P6

EXPENDITURE RESTRICTION: Of the appropriation for Project 377142, Accountable Business Transformation, \$150,000 shall not be expended or encumbered until the council accepts, by motion, the executive's transmitted critical analysis report, as required by this proviso to this section to this ordinance, for all current CIP projects managed by the various divisions within the executive departments that are currently active or have not been closed-out; provided however, the executive shall not be required to report on any projects with a total project cost of less than \$750,000, or projects involving work order construction contracts or projects involving small work roster construction contracts. The report shall be broken into chapters, with each CIP agency constituting a chapter. Within each chapter, the executive will indicate each projects ranking in order of priority.

2008 General Government Facilities Project Highlights

Elections Building Acquisition: \$24,934,000

This appropriation authority allows for the purchase of the Earlington Business Center in Renton that will be the site for the County's Consolidated Elections Facility. In 2007 the County Council approved the underlying lease with an option to purchase the facility. This appropriation will allow the County to acquire title to the facility. Ownership will be acquired only after the County is satisfied that real estate investment/development company has completed the tenant improvements in compliance with the lease. This project will be revenue backed, in part, by cost allocation to jurisdictions within King County.

Security Master Plan: \$507,381

This project provides for a comprehensive County Security Plan for all CX agencies. The work will include establishing security goals and objectives for each agency and measuring these against existing security systems, and policies and procedures in order to develop a comprehensive security plan for each facility and agency.

Accessibility Project Allocation: \$311,876

This project funds high priority items identified in recent Americans with Disabilities Act surveys that include District Court, Superior Court, Public Health center and other general government facilities. This work includes revising curb ramps, sidewalks, stairs and other items to ensure ADA compliant public accessibility to facilities. Future funding over the next four years is planned to complete the remaining work identified in the report.

Animal Control Facility Master Plan: \$180,614

The project provides for Phase I facility master planning for the Kent Animal Shelter. The project will identify the building program needs of the animal shelter and outline facility options including the associated cost benefits at a conceptual level. The results of this project will be used to support and supplement Operational Master Planning by quantifying physical consequences of Operational Plan options.

Major Maintenance Program: \$11,650,430

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 2008, the Major Maintenance Program continues the investment in these facilities by funding approximately \$11.6 million in projects in 15 buildings. The budget authority is allocated to the following categories: roofs – 8.2 percent; structural – 3.2 percent; exterior finishes – 2.3 percent; interior finishes – 11.8 percent; plumbing – 8.5 percent; HVAC – 47.8 percent; electrical – 4.0 percent; site work – 2.7 percent; fixed furniture - 1.2 percent; contingency – 4.3 percent and debt service – 6 percent. The Major Maintenance Program in 2008 is fully funded as defined in Ordinance 14743 adopted by the County Council in 2003.

Animal Control Priority Infrastructure: \$500,000

The project is in response to the King County Animal Care and Control Citizen’s Advisory Committee assessment of the King County Animal Control Facility located in Kent. The assessment concluded that at least \$500,000 in immediate upgrades needed to be made, to bring the facility up to minimum standards. The long term response to the Animal Control facility needs will be addressed in the Facility Master Plan initiative described above.

Council Adopted Budget

- 395805 – Facility Master Plan REALS – (\$180,614)
- 395828 – Security Master Plan – (\$507,381)
- 395836 – Elections Building Acquisition – (\$29,934,000)
- 341299 – General Building Emergent Project – (\$45,000)
- 343263 – Kent Animal Shelter Office Exterior – (\$113,000)
- 344664 – Animal Control Infrastructure – (\$370,000)

Section 130

ER1

EXPENDITURE RESTRICTION: Of the appropriation for CIP Project 344664, Animal Control Infrastructure Upgrades, the following amounts shall be spent solely as specified below: Cat Isolation/ Winter Housing Temporary Trailers \$35,000; Commercial Washer/Dryer Hook-ups \$65,000; Partition Upgrades for Dog/Cat Barrier \$30,000.