



Legislation Text

File #: 2006-0439, **Version:** 3

A MOTION approving the program charter for the accountable business transformation project.

WHEREAS, King County and Metro were established as separate governments and operated separate computer systems to support their financial, payroll and human resources business processes, and

WHEREAS, King County and Metro merged into a single government in 1994, and

WHEREAS, in 1997, the financial systems replacement project ("FSRP") was initiated to consolidate the two core financial systems into a single countywide core financial system and to consolidate the two core payroll systems into a single core human resources/payroll system, and

WHEREAS, the FSRP project to consolidate the two financial and two payroll systems was suspended in May 2000, and

WHEREAS, in July 2001, Dye Management Group, Inc., completed a critical assessment of the suspended project, a high level business case for re-starting the project, and an implementation plan to recommend project direction for a possible restart, and

WHEREAS, the July 2001, Dye report further recommended that the county address the organizational and technical barriers to program continuance and success including revalidating and confirming sponsorship of the program vision and its alignment with the county's short- and long-term goals, confirming sponsorship of the program vision among key stakeholders, and establishing a strong governance structure, and

WHEREAS, the county has acquired valuable experience and lessons learned from the previous efforts, and

WHEREAS, since suspension of the FSRP the county has proceeded in a very careful, methodical and

deliberate way toward improving its related services, addressing the pre-requisites for a successful launch of the countywide business transformation effort as recommended by the 2001 Dye Critical Assessment and Implementation Planning Reports, and the King County Strategic Technology Plan, and

WHEREAS, in July 2001, the council adopted Ordinance 14155 that created an information technology ("IT") governance process and a chief information officer ("CIO") position, and as part of the IT governance process the strategic advisory council was created, and

WHEREAS, the strategic advisory council consists of elected officials from all county agencies and acts in an advisory capacity to the county executive to assist in developing long-term strategic objectives for IT deployment countywide, and

WHEREAS, the purpose of the countywide governance structure for IT comprised of the strategic advisory council, business management council, technology management board and project review board is to provide some of the structure and discipline essential for new projects of enterprise-wide magnitude, and

WHEREAS, in December 2001, the strategic advisory council endorsed the findings in the Dye Management Report and directed the CIO and county administrative officer to develop a work plan for defining goals, identifying roadblocks and drafting policies through the county's IT governance process and structure, and to create a work plan to develop a quantified business case to restart FSRP, and

WHEREAS, the council requested development and approval of a vision and goals statement in advance of funding a quantifiable business case for the financial systems project, and

WHEREAS, the King County council adopted Motion 11729 on June 16, 2003, approving a vision and goals statement recommended by the executive and the strategic advisory council for enterprise financial, human resource and budget management, accepted a plan to develop a roadblocks action plan and quantifiable business case, and

WHEREAS, A Roadblock Identification and Action Plan was developed in December 2003, based on the 2001 Dye Management Implementation Plan report and FSRP Critical Assessment report and the FSRP

program documents, and

WHEREAS, Dye Management Group, Inc., completed a quantifiable business case and recommended operations model for an enterprise financial, budget and human resource system for King County on June 30, 2004, and

WHEREAS, the quantifiable business case presented three alternative solutions, and

WHEREAS, the King County executive recommended a fourth alternative for meeting the county's needs for contemporary business processes in the Accountable Business Executive Recommendation dated September 21, 2004, and

WHEREAS, the quantifiable business case program advisory committee endorsed the Accountable Business Transformation Program guiding policies that form the basis of the executive's recommendation, and

WHEREAS, the King County council adopted Motion 12024 on October 4, 2004, approving accountable business transformation program policies and requesting the executive to transmit to council a revised executive recommendation and a governance program charter by March 1, 2005, and

WHEREAS, the adopted 2005 King County Budget Ordinance, Ordinance 15083, Section 114, Capital Improvement Program, contained the following proviso related to the funding requested and appropriated for the accountable business transformation program (ABT):

"Of the appropriation for CIP project 377142, Accountable Business Transformation Project, \$2,356,015 shall not be expended or encumbered until after the council reviews and approves by motion a business case, roadblock document and human resources implementation plan that are consistent with the requirements of Motion 12024 and that have been approved by the project review board," and

WHEREAS, the executive, by letter dated January 28, 2005, requested that the deadline for response to Motion 12024 be extended until April 7, 2005, in order to meet the requirements of both Motion 12024 and the budget proviso. This extension enabled the additional time to complete the roadblock document and human resource implementation plan and for the entire package to be reviewed by the project review board, and

WHEREAS, the executive, by letter dated April 7, 2005, has submitted a revised executive recommendation and business case document, a governance program charter, a roadblock document, and a human resource implementation plan that are responsive to Motion 12024 and the 2005 budget proviso shown above, and

WHEREAS, on March 15, 2005, the project review board approved the revised executive recommendation and business case for accountable business transformation, the roadblock document, the human resources implementation plan and the governance program charter, and

WHEREAS, the county council has received a revised program charter from the county executive and the revised program charter addresses the concerns of the county council regarding a clear line of accountability for the success of the project, and

WHEREAS, the revised program charter clearly indicates that the county executive is responsible for assuring that the accountable business transformation project succeeds, and

WHEREAS, the revised program charter includes clear lines of succession for project management and clearly defines roles and responsibilities of those involved, and

WHEREAS, the revised program charter includes a position called "deputy program sponsor" that is responsible for day-to-day redundancy and succession planning within the accountable business transformation project, and

WHEREAS, on September 18, 2006, the county council approved the release of an additional \$2.4 million in restricted funds to allow the accountable business transformation project to continue;

NOW, THEREFORE, BE IT MOVED by the Council of King County:

The program charter for the accountable business transformation project, dated October 9, 2006, and included as Attachment A to this motion, is hereby approved.

none