24 TECHNOLOGY TOOLS GRANTS AWARDED

Bellingham, City of

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?

We currently use a homegrown software solution that relies on the integration of several different software applications. We have had technological issues that have resulted in lost data. More specifically, the integration between our online request form and our SharePoint public records request log broke last year. This resulted in the city failing to timely response to numerous PRA requests. The current system also does not allow the city to maintain all of the records related to a request in one location. We were sued recently for an alleged violation of the Public Records Act. It was extremely difficult for us to locate and assemble all of the records related to the request from the initial request through to the records and exemption log provided. The technology tools grant will allow us to purchase software that will streamline our processes, avoid data loss, and more easily retain and manage all records related to PRA requests.

What hardware/software will be purchased and installed by May 31, 2019.

GovQA.

How many sections and staff in the agency will be able to use this hardware/software?

The city has 15 separate departments. We have adopted a decentralized approach to responding to public records act requests. Each department has at least one staff member whose responsibilities include serving as the public records coordinator for their department. These staff members are the primary point of contact for citizens requesting records from the individual department. Additionally, there are 15 staff members in the records bureau at the Bellingham Police Dept. who respond to thousands of requests each year. Finally, the Public Records Officer oversees the city's compliance with the disclosure requirements of the PRA. Stated briefly, we have at least 30 staff members who will regularly use the GovQA software.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?

We already researched different potential solutions and selected GovQA for both price and functionality. If we are awarded the technology tools grant, then we will complete the purchase as soon as possible. One of the many benefits of GovQA is that it is a hosted solution as a service and the installation process does not require resources from the city's IT department. We can move quickly to install the software with the remote assistance of GovQA. We will have several training sessions for the 30 staff members identified above who will be using the new software solution to ensure that everyone is well-trained and the transition is a success.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.

The vendor will provide technical assistance installing the software solution. We will work them to install the solution based on our exist work processes. The vendor will provide on-going remote support for training, however, the public records officer will host on-site training sessions for the agency staff members who will be working directly with the new solution. We will not need to hire any additional staff. We work with Janette Gomes and other staff at the NW Regional Branch to ensure that we are following the law regarding records management.

Is your proposed choice of hardware/software the most cost-effective solution?
Yes, absolutely. We compared several different software solutions on the market. GovQA offered the most functionality at a competitive and fair price. We could identify a better solution for less.

What improvements in response time to public records requests or records retention/management are expected?
Our current solution has failed to properly integrate and, consequently, we have lost data about requests and failed to response to numerous requestors within 5 days as required. The functionality of the GovQA will guarantee that every requestor receives a timely response to her request. The software has an automated workflow that will guarantee each requestor receives a confirmation email and an acknowledgement notice within 5 business days as required by the PRA. We will also be able to use the system to send reminder notices to staff when the estimated response date for a request is approaching. GovQA will help the city avoid potential legal liability for failing to meet the strict procedural deadlines in the PRA.

What new procedures/training will be in place to make best use of the hardware/software going forward?
We have already adopted city-wide policies and procedures related to PRA compliance and we currently train all staff on the importance of public disclosure as well as the potential liability to comply with the requirements of the PRA. However, the GovQA software will allow us to more easily follow the existing policies and procedures. We will provide training related to the installation of the software and on-going training when they are changes in the law or software. We will also be sure to train all new public records coordinators (and their back-up staff member) to ensure that they can use the software.

What is your plan to cover any annual subscriptions/license fees going forward?
We did not include a budget request for the purchase of the software or the annual licensing fee for the first year in our current budget. However, if we are awarded the grant, then we will pay for the cost for the annual license fees going forward out of the city's general fund because the potential liability for violating the PRA is so great. The technology tools grant would allow the city to make this purchase in the current biennium and provide an immediate improvement over our existing workflow. It will allow us to better respond to requests, more easily manage and search for records, and avoid liability for violating the strict requirements of the PRA.

Amount Funded: $13,900

Cattle Point Water District [CPWD]

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
The Cattle Point Water District does not have physical or legal control of its archival documents.

BACKGROUND: The Cattle Point Water District [CPWD], formed in 2000, is a small sub-district of San Juan County. It has zero full time employees [this web form requires a non-zero answer in the question above], one part time system operator and the District uses a part time contract clerk for billing. All management, finances and operations assistance are handled by three unpaid elected commissioners who work part time on behalf of the District. CPWD manages a desalinization system that serves 41 homes, with potential growth to 55. The district has three buildings used to produce and distribute water. The water system buildings are not suitable for storing records other than operating procedures and short term operations logs. CPWD does not own or rent any office space. As a small district without economies of scale, the budget is extremely tight and the District is faced with the imminent need to replace the aged distribution system that was installed by property developers in the 1970's.

THE CURRENT STATE: CPWD has 18 years of paper documents stored in boxes, passed along and distributed among the commissioners; e.g.:
About 5 Notebooks of resolutions, policies & procedures, and system design
5 to 8 Banker boxes of meeting minutes, financial records
1,500 to 2,000 Pages of operations records, and miscellaneous organizational records

It will not be necessary, or appropriate, to scan and archive the complete contents of these boxes, notebooks and mother documents. Sorting and selecting should reduce the contents, perhaps by 1/3 to 1/2.

Also, Commissioners and staff use their own personal computers to create, manage and store district documents. Digital copies exist for most of the records produced in the last few years, but there is no inventory of paper or digital records.

Impact of the Current State:
Without physical and legal control, it is not feasible comply with the WA SOS policies for records management, including identifying and disposing of aged documents according to the relevant retention controls.
It is not possible to create and maintain an accurate inventory.
It is not possible to establish and execute disaster recovery procedures.
To date the District has had only two simple Public Records requests that it was able to handle quickly. It is unknown what requests might arrive in the future and how hard it will be to accurately respond, if at all.

THE NEAR FUTURE: CPWD plans to issue a request for proposal to replace the distribution system piping, and it will be essential to properly manage and archive all transaction records associated with the RFP and with follow-on design and construction documents. Since this will be an expensive project, CPWD expects to receive push back public records requests. The District must be prepared to be able to respond accurately and quickly. It would be most valuable to have a records repository in place and running when the RFP is released.

What hardware/software will be purchased and installed by May 31, 2019.
HARDWARE:
A moderately sized business class laptop computer running Window 10, along with a mouse and carrying case. The computer will be sized and configured for an expected 10 year lifetime before replacement or major upgrade
A digital scanner

SOFTWARE:
Microsoft Office suite, including Word, Excel, and Access database management
Carbonite cloud backup service

How many sections and staff in the agency will be able to use this hardware/software?
The hardware and software will be available for use by the CPWD commissioners, the system operator and the billing clerk. During the implementation phase, it will also be used by select local volunteers [number unknown at this point] to index and load documents into the system. Production use will mainly be by the commissioner who will have been designated as the Records Management focal to index, scan, load, and manage new records.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
THE TARGET SYSTEM
The system will be a database repository residing on the CPWD Records Management laptop computer for

storage, access and management of CPWD archive records. The system files will be versioned and backed up offline. The database will be implemented using MS Access, and data will be backed up using Carbonite cloud backup services. A Documents Migration diagram is attached.

TASKS
Assuming a successful grant request, the primary project tasks follow. [See the attached Preliminary Development and implementation Timeline, chart for an estimated project schedule.]
Create and adopt a Records Management Plan
Acquire and install the system hardware, software, and backup service access
Locate and identify the candidate records for scanning and/or loading from personal computers; i.e.:
Minutes of monthly Commissioners Meetings [DAN GS50-05A-13]
CPWD Policies and Procedures [DAN GS50-01-24]
Annual Newsletters and Consumer confidence Reports [GS50-05A-04]
Insurance Policies and Certificates [DAN GS50-06C-16, GS50-06C-04]
Water System Drawings and Documentation [DAN GS2012-035]
Construction Project Files [DAN GS50-18-10]
Financial Transaction Files [DAN GS2011-184]
Public Disclosure Records [DAN GS2010-014]
Chemical Analysis Reports [DAN UT55-06A-27]
Water System Maps [DAN UT55-06A-18]
Select the records to be scanned and loaded, based up their age and the relevant retention schedule
Design and implement the database
Create a quality assurance and test plan
Develop instructions and training for participants to index, scan and load records
Index, scan and load records
Develop a user guide for accessing the database
Execute the test plan. Revise the system and user guide, as appropriate
Place system in production

Note: While Financial Transaction and Public Disclosure records not classified as either Archival or Essential, they are included in this list for support and tracking of public records requests.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
DEVELOPMENT AND INITIAL IMPLEMENTATION
Design, development, testing and implementation of the repository will be performed by the District commissioners and the contract billing clerk. [See attached summary resumes regarding qualifications of key contributors to complete these tasks]
Initial document indexing, scanning and loading will be performed by CPWD commissioners and local volunteers

PRODUCTION USE
Indexing, scanning and loading of new documents will be performed by CPWD commissioners, the operations manager and the billing clerk.
System and document management, including disposal of aged documents, as appropriate, will be performed by the designated Records Management commissioner

Is your proposed choice of hardware/software the most cost-effective solution?
The first consideration is whether this work should be done in-house or contracted out. It might cost more than the amount of this grant request just to do a cost analysis for contracting the work. And then it would

cost even more to pay a vendor to perform the work, and finally it would leave CPWD without knowledge and support of the resulting system. CPWD can use highly qualified staff volunteers to design and implement and maintain the system.

LAPTOP: There are many laptop computers from which to choose. The project should minimize costs while providing hardware and operating system with a 10 year life, plus compactness and physical robustness for it to be able to be transported and used by different people. CPWD believes that a DELL Latitude 3590, as configured, with Microsoft Windows 10 Pro is an appropriate choice.

OFFICE SOFTWARE: The project will need to create and edit documents and implement an online database. MS Office is the obvious choice.

CARBONITE BACKUP: In order to ensure reliable error and disaster recovery, the system will require an off-line, versioned file backup. Carbonite is a top rated cloud backup service [see https://www.cloudwards.net/review/carbonite/]. This grant request is for first year charges for Carbonite backup service.

SCANNER: The scanner will perhaps be the key component in the project. It needs to satisfy the WA State SOS scanning requirements, be reliable, full featured and efficient in order to scan the various types of CPWD documents and manuals, and be easy to use by staff and volunteers.

What improvements in response time to public records requests or records retention/management are expected?
RESPONSE TO PUBLIC RECORDS REQUEST: To date, CPWD has received only 2 simple requests, so there are no meaningful metrics available. The District believes that it is more a matter of imperative than a question of response time: i.e.: can CPWD even locate the appropriate records in order to respond to future more complex requests, for example the type of requests that are likely to arrive as CPWD works to upgrade the water distribution system. The design goal will be to be able to locate and assemble data for all but the most complex requests in one day.

RECORDS RETENTION/MANAGEMENT: When the repository is implemented and the archival records have been scanned and loaded: A Records Management Plan will exist and govern the control, management and retention of archival records:
CPWD will have established physical and legal control of its archival records.
A record inventory will exist and be maintainable
Processes and procedures will allow CPWD commissioners and employees to add new records to the repository when, or shortly thereafter, they are created
CPWD will be able to dispose of those records in its scattered collection that are no longer required for day-to-day operation and manage
CPWD will be well positioned to respond to public records requests and to manage documents for future construction projects.
The transition for new commissioners and employees will be made much easier

What new procedures/training will be in place to make best use of the hardware/software going forward?
CPWD will institute the following new documents, procedures and training:
A Records Management Policy and associated procedures
A Records Retention User Guide
Training for staff and volunteers on how to index, scan and load documents
Training for staff to access and retrieve records in the repository

What is your plan to cover any annual subscriptions/license fees going forward?
License fees for McAfee security software and Carbonite backup software will be included in future annual budgets. This grant request includes funds to purchase the Microsoft Office software and avoid an annual subscription cost.

Amount Funded: $2,500

Clallam County

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
In 2017, Clallam County centralized its approach to handling public records requests by creating a Public Records Office. Now all county agencies and departments, such as the Treasurer's Office, the Department of Community Development, and the Prosecuting Attorney's Office, all forward public records requests to the Public Records Office for tracking, disclosure, and production. The Public Records Office handles all communication with the requesters and works with each department to search for and collect responsive records. The County is now working to centralize our records management systems as well. The Public Records Office is coordinating Countywide records management trainings and creating countywide management systems to go into effect in early 2019.

Of the 212 public records requests received by the Public Records Office so far in 2018, fifty-six of those requests have been seeking records held by the Prosecuting Attorney's Office. The ability of the Prosecuting Attorney's Office to search for records has been hindered by its out-of-date and unsupported electronic case management system.

The PAO currently utilizes "Prosecutor II" case management software. This system worked well initially, but has become outdated. This software is not compatible with the current versions of MS Office and as of November 2017 this system is no longer being sold or technically supported. As this system is no longer supported, all of the information stored in the system is at risk of being corrupted and completely lost. These problems will continue to get worse with each update of the Microsoft Operating System.

Even if the system could continue to operate without technical support, the Prosecutor II system is extremely difficult to use to perform public records searches. This system is only searchable using the names of defendants or case numbers. There is no way to search the system by crime victim's names, which is the format in which public records requests are often received. Also, the Prosecutor II system does not integrate with electronic content management software and the system cannot be used to link to documents.

What hardware/software will be purchased and installed by May 31, 2019.
The PAO has identified Legal Files as an ideal fit for our organization. The PAO has worked with the Clallam County Information Technology Department to vet the software. The IT Department has approved this software to be installed and has agreed to make installation of the software a top priority once the software is purchased.

How many sections and staff in the agency will be able to use this hardware/software?
Legal Files has case management and document management functionality that can be utilized by five divisions of the PAO, namely the Criminal Felony Division, the District Court (misdemeanor) Division, the Juvenile Justice Division, the Civil Division, and the Coroner's Office. There are 25 employees in these divisions.

A long term goal for this software is to also use it to interface with law enforcement agencies for document exchange and record keeping. The PAO works with several law enforcement agencies and there is currently not a standardized procedure for exchanging information and documents.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
The initial acquisition of the Legal files software includes the purchase of 11 user licenses. These 11 users will be the pilot group for the new software. The pilot group will work to streamline and perfect the use of the new software before it is rolled out to all 25 employees. The pilot group will include attorneys and a diverse group of support staff. This mixed pilot group will ensure that the implementation of the new software will meet the needs of all users in the PAO.

The purchase and use of the software is endorsed and supported by the elected Prosecutor, the Chief Civil Deputy Prosecutor, and the Chief Criminal Prosecutor. The Office Manager and legal support staff are excited to have the opportunity to use the software to improve case management. Training will take place for all members of the PAO as they are given their user licenses.

The first phase of the project will be data migration. Staff has been working to clean up and standardize information stored in the current Prosecutor II system so that the migration of the data into Legal Files will be a migration of accurate and uniform data. This data includes retention, storage, and destruction information for the paper files that relate to the electronic records.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
Clallam County IT will coordinate with the vendor, Legal Files, to install the software and establish necessary connections with Legal Files servers.

PAO staff will continue working to clean up and standardize data in the Prosecutor II system. Legal Files staff will perform the migration of the data from Prosecutor II to Legal Files.

Legal Files staff will train select PAO staff members on how to use the software and will periodically train staff on updates to the software. PAO staff members who have been trained by Legal Files staff will then train other PAO staff members.

Is your proposed choice of hardware/software the most cost-effective solution?
The PAO based its choice of software on conversations with other prosecuting attorneys' offices throughout the state and discussions with other local government legal agencies about the systems they have in place. Based on these conversations, Legal Files was determined to be the software that is most affordable and is the best suited to the needs of the Clallam County PAO. The PAO also considered the KARPEL system, but it was deemed too expensive.

Some divisions of the PAO have been operating without the benefit of case management software. They have utilized spreadsheets and handwritten logs to track cases and records. While this system of case management is extremely low cost to maintain, it does not meet the public records, records management, or case management needs of the office.

What improvements in response time to public records requests or records retention/management are expected?
The introduction of Legal Files software will greatly reduce time spent searching for responsive records. The increased search functionality of Legal Files will not only reduce time but will also increase accuracy of

searches performed. As set forth above, the current system does not allow complex searches to be run and is also not able to perform simple searches for useful terms, such as victims' names.

The introduction of Legal Files will also greatly improve records management practices. The current system does not include any electronic record management functionality. Legal Files will allow electronic documents to be linked to case files. This will allow the office to transition away from fully paper files for each case. Use of the electronic records management capabilities will help reduce the number of duplicate documents currently maintained by the office. It will also reduce copy costs and storage costs for physical files. The PAO currently maintains two offsite storage facilities for retention of paper documents.

What new procedures/training will be in place to make best use of the hardware/software going forward?
The PAO intends to utilize a "train-the-trainer" model of training for Legal Files. Select, diverse members of the PAO staff will receive intensive Legal Files trainings directly from Legal Files itself. Those staff members will then serve as trainers and mentors for the rest of the office staff. They will also be available to troubleshoot with staff and answer questions.

The Public Records Office conducts periodic trainings related to public records requests and is planning records management trainings for all staff. These trainings are conducted on various levels. Countywide trainings are held and attended by the assigned Public Records Specialist from each County department or agency. Public Records staff also attends departmental staff meetings to conduct department specific trainings for all county employees. Once Legal Files is installed and being used, the PAO specific trainings will be updated to include information about Legal Files.

What is your plan to cover any annual subscriptions/license fees going forward?
Annual ongoing cost for the software will be covered out of the budget of the Prosecuting Attorney's Office. The Annual Maintenance and Support and license fees for Legal Files will be approximately $3,217.00.

The Clallam County Information Technology Department will be covering the cost of Legal Files that is not covered by the Local Records Grant Program, which has a maximum of $35,000.00. The initial implementation cost of Legal Files, including the cost of data migration, is $48,702.00. There will also be an additional initial cost of approximately $4,000 for server licenses. The IT Department has prioritized this software and will be covering the cost to address the risk of having unsupported software on the County network. These additional costs have been included in the proposed 2019 budget for the IT Department, which has been submitted to the Board of Commissioners.

The Clallam County Commissioners are outspoken proponents and supporters of the major moves toward improvement and centralization being made to public records and records management systems in Clallam County. They fully support the efforts of the Public Records Office, Prosecuting Attorney's Office, and Information Technology Department in the pursuit of funding for improved case management and records management software.

Amount Funded: $30,000

Eatonville School District

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?

As a small rural district, Eatonville School District has limited help and time available when a large Public Records Request comes through. We do not have the luxury of layers of people, and often have only one person in each area to accomplish the work. In the last year we have received 3 large records requests that are all-encompassing. One of these was from regional union representative looking for certain words in all communications with district administrators. Another was from a parent of a student who was out on emergency expulsion looking for information to back up their appeal. This included emails, and all papers and notes from teachers and administrators. Due to the nature of schools serving students, 80% of these documents need redacting.

At this time, our email system cannot discern subject matter when searching for key words. This means personnel spend many hours going through pages and pages of emails to ensure it fits within the parameters of the request. Once this is accomplished the remaining pages need to be redacted. Our only source of redaction in a small school system is by going through each page and skimming for student names and other information that falls under FERPA. The information identified for redaction has to be crossed through with a black marker and then photo copied so that the words often can be seen through the marker on the original copy. Thus the current process requires handling the requested pages 3 times prior to completing the request.

The last large records request took our administrative assistant over a month to complete. She estimates that over 40% of her working time was spent on the project, which necessarily meant that her regular duties were set aside for the duration of the records request. The district then incurred the expense of overtime as she fought to catch up on her daily work.

Redaction software would allow the district to complete the requests in a fraction of the time, and at approximately half the cost in terms of personnel.

What hardware/software will be purchased and installed by May 31, 2019.
We would like to purchase the OpenText Redact It software. Unfortunately, due to imminent budget concerns, the district is having to make cuts in both staffing and purchasing, and would not be able to purchase the software without the grant.

How many sections and staff in the agency will be able to use this hardware/software?
As we are a small centralized office, we hope to train 4 different individuals in the usage of the software: our business manager and administrative assistant that are charged with records requests, our student services administrative assistant who routinely responds to requests for records on Special Education Students, and our receptionist who provides back-up on requests for our admin. assistant.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
The district would have the software purchased and installed by December 2018, with training to take place throughout the winter months.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
District technology staff would oversee the installation of the software. There is a maintenance component in the licensing agreement which will allow us access to staff for help if issues arise.

Is your proposed choice of hardware/software the most cost-effective solution?
We requested quotes from 3 different companies, OpenText Redact It, Rapid Redact, and Extract Systems We received responses from both OpenText and Objective REDACT (Rapid Redact). Not only is OpenText Redact a

lower initial cost, it is very similar to Adobe Acrobat in how it operates, and should be the most cost-effective in terms of training staff in the least amount of time.

What improvements in response time to public records requests or records retention/management are expected?
It is expected that response time could be cut be at least 25% for large records requests with the addition of the software. This is based upon the amount of man hours that are needed to scan documents versus the computation time of the computer with the software.

What new procedures/training will be in place to make best use of the hardware/software going forward?
Staff will be trained in the best practices for software usage in order to maximize its effectiveness. Mock records requests will be run to hone in on how best to narrow the parameters for redaction searches.

What is your plan to cover any annual subscriptions/license fees going forward?
The offsetting savings in overtime would cover the cost of the subscription in subsequent years.

Amount Funded: $450

<u>**Federal Way, City of**</u>

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
The City of Federal Way, the 9th largest city in Washington, is not alone in responding to the voluminous requests for public records. However, the steep rate of increase in requests received in Federal Way, and the lack of staff available to handle and process these requests, has put an undue burden on staff that is already performing the work of two or three employees. In addition, Federal Way has one of the lowest tax rates resulting in less discretionary budget forcing the city to do more with less.

Federal Way does not have a dedicated position of Public Records Officer; rather requests are received and tracked through the City Clerk's Office (current staffing level of 2.5 FTE). In 2013 the City Clerk's Office processed 213 Public Records Requests, increasing in 2017 a total of 501 requests. This is an escalation of 135% in just 4 years. The Federal Way Police Department, has also experienced similar increases in the amount of requests they are handling.   Neither the Clerk's Office nor the Police Records division have received any additional staff to assist with this workload increase.

The Clerk's Office is currently using a web application developed in-house and our Police Records division tracks requests using Excel. Neither of these systems are user-friendly, help with efficiency, monitor timelines for responsiveness, nor do they help the public access the records they have requested.

In addition, the State of Washington recently passed ESHB #1594 (JLARC) reporting requirements for all Washington State agencies that spend over $100,000 per year in responding to public records requests. Federal Way is struggling to simply comply with this new, unfunded reporting mandate without a public records system in place. The amount of specific metrics requested and time needed to manipulate the data in order to comply has proven extremely burdensome on staff and has is being accomplished through sorting and calculating data in a separate excel spreadsheet.

As illustrated above, it is clear that without any software solution, the City of Federal Way and Federal Way

Police Records Division are struggling to keep afloat with the ever growing amount of requests and reporting requirements.

What hardware/software will be purchased and installed by May 31, 2019.
The city has investigated different software solutions to help ease the burden on staff of tracking and responding to requests. GovQA has been identified as an excellent solution, used by several local cities in Washington State. In fact, several agencies were successful in receiving grant money for GovQA in the previous Washington State Archives grant cycle. This program will not only streamline the process for citizens seeking public records, but take steps to automate and facilitate the requestor locating the exact records they are seeking which may be available on the city's website. This tool identifies key terms in the request and will direct the individual to locations within the website which may offer the documents they are seeking. This process alone will cut down on the amount of requests the city receives for common documents (agendas, minutes, agreements) as well as other documents previously disclosed through records requests by anyone else. For delivery of records, this system will allow the City to no longer rely upon the unsecured FTP site for transmission of documents. GovQA provides a user friendly secure portal for the transmission, and downloading of the requested documents, and allows staff a tracking mechanism to ensure the request has been viewed. GovQA will also track all necessary data points necessary to efficiently produce the answers required by the State of Washington ESHB #1594 (JLARC) reporting requirements.

How many sections and staff in the agency will be able to use this hardware/software?
The GovQA software, once implemented, will benefit the entire City and Police department as a whole. It is anticipated 22 FTE's will be specifically trained as department representatives and regular users for this software across the following departments:

Public Works Department (2), Community Development Department (1), Law Department (2), City Clerk's Office (2), Mayor's Office (1), City Council (1), Police Department (7), Finance Department (1), Human Resources (1), Parks Department (1), and Information Technology (3).

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
Once selected as a winner of grant funds, Federal Way will purchase, implement, train, and go-live with GovQA by April 30, 2019. The City has already had discussions with GovQA regarding the necessary steps and how long it will take to implement. Since GovQA is a Software as a Service (SaaS) platform, it is very easy for the City to get up and running on the system. If the City is notified of a grant award on October 1, 2018, the City will notify GovQA of award and move forward with taking the grant award and GovQA contract before Committee on October 23, 2018 and onto full Council on November 6, 2018. The City will then execute the contract with GovQA on November 7, 2018 and move forward with implementation and training, once that is complete the City is targeting a Go-Live date no later than April 30, 2019.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
The project to implement GovQA will require work form a variety of different work groups. The GovQA Project Team will be made up of a few key agency staff will be responsible for coordinating and working with GovQA on contracting, implementation, and training. However, a Public Records Working Group will be formed from one or two people from each department. These key individuals will be responsible for working with the project team regarding training after GovQA has been implemented. The Public Records Working Group will also be responsible for the long-term success of the project as they will be utilizing its functions when responding to public records requests. The Public Records Working Group will also be engaged with the GovQA Project Team on any process and procedures that need to be modified or updated to ensure full use of GovQA's features. Finally the vendor, GovQA, will be responsible for implementing the software and training

the GovQA Project Team on its use. The City will not need to employ temporary staff or engage a consultant for this project. This project should also have minimal to no impact on Washington State Archives staff.

Is your proposed choice of hardware/software the most cost-effective solution?
GovQA is definitely packed with a bunch of features that make this the most cost-effective solution for the City of Federal Way. The City has looked into the cost of modifying the existing in-house application as well as enhancing the Laserfiche system with the Workflow module, however, both cost almost $50,000, and still do not offer the features that GovQA does. The real power of GovQA is the in-line deflection and suggestion deflection that scans the request that is being typed into the public records portal for keywords and attempts to direct the requestor to resources that are already available. This provides a huge benefit to the public as they are able to get their request immediately, and City staff is not burdened by a request that already has an answer made available to the public, or was the result of a previous records request.

What improvements in response time to public records requests or records retention/management are expected?
The improvements the GovQA system brings to the city are numerous. The program is based on the general theory of proactively locating and bringing more accessibility to public records. The system includes an intuitive portal to increase self-service to records already available on-line. In addition, the program has built in tracking mechanisms to manage timelines across departments and individual requests (the Clerk's Office currently manages timelines and open requests on a separate excel spreadsheet). The city will be able to more effectively manage strict timelines and confirmation requestors are accessing and receiving the documents they have requested.

What new procedures/training will be in place to make best use of the hardware/software going forward?
The City Clerks Office will update the city's Public Records Request Policy to identify the new processes being used. Internally, the tracking of request timelines and the processing of 5-day extension letters will become automated through the system.

Externally, the city will implement new procedures to direct requestors to utilize the new public records portal as much as possible.

The GovQA Project Team will offer training to the Public Records Working Group; more focused one-on-one assistance will be available to work through any issues which arise.

What is your plan to cover any annual subscriptions/license fees going forward?
As mentioned in the question about the problem, Federal Way is a City that does more with less. Applying that notion to this project, the City has been looking for ways to offset the ongoing costs of this software. In discussion with Mike Saunders with the Washington State Archives, we discovered an easy way to reduce costs for storing boxes offsite at Iron Mountain. After some research, it was determined that 500 boxes have met their retention requirements and can be destroyed. In addition, there are another 600 boxes that could be reviewed to determine if they can be destroyed or scanned into the City's existing Laserfiche system and then destroyed. These methods could easily generate $5,000-10,000 per year of savings. The remaining budget will be appropriated in general fund.

Amount Funded: $26,455

Fisherman Bay Sewer District

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?

Fisherman Bay Sewer District is a small, but somewhat complex, agency. Fortunately, we are not inundated with official Open Records requests, but we receive requests almost daily for information about our system or specific requests about the status of the requester's septic system. We also recognize that we need to improve our records management to comply with State requirements and to streamline our operations and collaboration in document production, management and retention.

We have three employees split between an office facility and a sewer processing plant at different locations.

We find that one location may identify data based on parcel number while the other location uses the owner's name or the tenant, if a rental property, to refer to a parcel.

One facility primarily uses the Microsoft Windows operating system while the other facility employs largely the Apple OS.

Historically, the default records management system has been "Save everything forever."

The outcome of this is that we now have two ever-growing "silos" of paper records in two locations:

At the office we may have billing, payment, easement contracts, and other financial records and business correspondence for each parcel in the district.

At the plant, for each parcel, we may have technical correspondence with customers, installation dates, drawings and photos of septic systems, testing results, inspection and pumping records, maintenance charges, even pictures of the inside of the customer's septic system from biennial inspections or pumping.

Over the years, with the normal changing of staff, any "corporate memory" has been lost and records of past actions may be difficult to find or retrieve.

We are at the point in our evolution where we recognize the need to improve our records management and consolidate our operating data to allow appropriate access to consolidated relevant data for staff from either location and, occasionally, from the field.

One immediate need is to evaluate our current records stash, scan, categorize, and manage the records that need to be retained, send appropriate records to the State Archives, and destroy the records that are no longer required. We have also found that a consolidated repository of electronic files would improve our business processes and assist with collaboration on current and future projects that are now in the planning stages. Further, we need to continue the coordinated management of documents and electronic records as they are created.

What hardware/software will be purchased and installed by May 31, 2019.

Our needs are for scanning hardware to create electronic copies of the necessary documents with appropriate quality and load them into an organized electronic repository that we will then be able to maintain and backup with off-site local storage.

In the office facility we need a scanner that will handle 11-inch documents and do simplex and duplex scanning with automatic document feeding. The unit that we selected also has the capability for flatbed scanning so that bound documents can be scanned, which is not possible with an automatic document feeder.

At the processing plant we need a scanner that is capable of scanning oversize documents to the appropriate dot density and, a dual screen computer and software to both host the scanning of drawings and also to display and work with these drawings. In many cases these may not be PDF flies.

These systems need to interface with a central document management system

Here is a summary of the hardware/software to be procured:
Office Facility:
Simplex/Duplex/Flatbed scanner
Computer with portable backup hard drive

Processing Plant:
Large Format document scanner
Dual Monitor computer

Document Management System:
5 user licenses for eFileCabinet Advantage + OCR software

This hardware is generally off-the-shelf and the DMS is commercially operating today. So, we believe that it will be delivered promptly, installed, tested, users trained, and in use within 1-2 months of grant award. We hope to have much of the backlog worked off by May 31, 2019.

We have evaluated several document management system packages and have determined that the eFileCabinet Advantage system appears to meet our basic needs and is within an acceptable cost range. We do not have an IT department so we plan to subscribe to their cloud-based system which is most appropriate for us. We have discussed our needs with technical support staff for eFileCabinet, have signed up for a free test account and have used the software on test data.

We have found that for collaboration, the capability exists to check out a document for editing while past versions are maintained in the system. An audit trail of document actions is maintained by the system. The check-out feature prevents two people from changing the same document at the same time and one commenter's comments or changes being lost. Documents can also be downloaded, for reading, but not editing, without being checked out.

This system can interface directly with the scanners to perform optical character recognition (OCR) on the scanned document images. If documents have been scanned through optical character recognition (OCR) software they are completely searchable. These documents will generally be managed in portable document format (PDF). Other electronic documents such as Excel spreadsheets, Word documents, pictures and drawing will be transferred directly to, and managed within, the Document Management System (DMS) in their native formats.

We have also examined the records management features of the system and find that destroy dates can be entered for each document and are enforced by the system.

How many sections and staff in the agency will be able to use this hardware/software?

The system will be available to all three staff members.

It should be noted that we have an active board and our board members intend to volunteer significant time to supplement staff efforts during the initial definition of our file structure, the scanning of backlogged documents, and the roll out of the system. This is the reason that we have requested more eFileCabinet system licenses than employees.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
Recently, we have already created a district web site (www.FishBaySewer.com) that now provides routine district public information on the internet. These records will be maintained and accessible on the web site for the appropriate time frame.

We have also created inventories of the folders and files stored in our two locations. We have parsed the State record retention requirements and created a master list of document retention requirements that apply to our district. We are in the process of matching our records inventories to the requirements to determine our initial file structure and the proper disposition of each document.

When the hardware and software are received, they will be installed, assembled, and tested on a subset of documents from the office facility. Testing will include the loading, and retrieval of documents, as well as assuring that the appropriate disposition of the paper and electronic documents is maintained. When this testing is completed, any additional required training of staff will begin at both facilities. Staff will be trained on loading documents into the central document management file system, searching and retrieving documents and files and printing or emailing documents, as necessary. Some staff members will be trained on destroying of documents from the system.

eFileCabinet has extensive training videos on most aspects of system operation so training can be individual and self-paced. Our experience with the trial system is that the system is fairly intuitive and should be easy to learn. We have also worked with the technical support staff and they are quite knowledgeable and helpful.

With our limited staff and time availability our plan is to implement the program along two parallel paths. First, we will process current documents as they are received or created. Second, as time permits, we will work off the backlog of old documents.

As mentioned previously, the board will participate, as volunteer staff members, in the program development and the scanning and filing of the older documents. We believe this helps the board remain in-touch with, and understand, the operations of the organization as well as eliminating the backlog while keeping overtime costs to a minimum.

Going forward from this start, our plan has several components:
With assistance from State Archives, as necessary, accurately determine the retention period for each document category.

Once defined (according to the Washington State Archives' requirements for Scan & Toss and Scan & Transfer), employ an organized approach to handle each document including:
  o Discard
  o Scan & discard the paper file, with a file destroy date for the electronic record
  o Scan and store paper, locally with a destroy date for paper & electronic records.
  o Scan and submit to State Archives for assessment of transfer (paper and electronic copies)

This scanning is planned to include the appropriate filing within the document management system including adding the meta data required to record the destroy date and appropriate disposition for records that do not have a permanent storage requirement. The eFileCabinet system has the capability to prevent any destruction of documents prior to the destroy date. Several documents will be stored indefinitely. The system also has automatic backup and restore capabilities to guard against failure of their servers.

All "Destroy" paper files will be securely destroyed to protect any confidential information.
Our approximate schedule is shown below.
 Approximate
Item Schedule

	From	To
Create FBSD web site	01/01/18	05/01/18
Create a common index of collected files	04/01/18	09/01/18
Define retention for each document	07/01/18	11/01/18
Define file storage structure	07/01/18	11/01/18
Grant award	10/01/18	
Procure hardware and software	10/01/18	10/15/18
Install, test, and train	10/15/18	11/15/18
Scan documents into system	11/01/18	Forever
End of grant project		05/31/19

The hardware is generally "off-the-shelf" and the software is commercially operating today, so setting up our license should be quite rapid. Our goal is to be up and running within a month or so of grant award and have a good portion of the backlog worked off and new documents being handled routinely and appropriately before the end of the grant period.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
Below is a list of the hardware and software, along with pricing, that we have chosen for installation. This hardware is believed to be adequate to meet our needs, both for the conversion from our current situation and for the continuing modern operation, and to be cost-effective in this dual role.

The staff and volunteer commissioners will determine the initial file structure for the document archive.   All scanning and uploading will be carried out by district staff and commissioners. Our staff will procure, receive, install and test all hardware and software. Our staff generally understand the documents that we have in inventory. We will need the help and consultation of the Archives staff, on occasion, to provide directions and guidance on the retention requirements (and disposition of paper documents) of different kinds of documents that may not be obvious to us.

We do expect to seek assistance from the hardware and software vendors, as necessary, through normal product support channels. We do not expect to employ consultants or temporary staff who would be unfamiliar with our operations.

Is your proposed choice of hardware/software the most cost-effective solution?
As a small agency, we have no choice but to be frugal. We have studied specifications and third-party reviews of the selected hardware and software. We have asked for recommendations from other authorities, State Archive staff and experienced personnel. Some staff members have experience with different portions of the hardware that we are proposing. In some cases, we have viewed on-line demos or training videos, and have downloaded a free trial and exercised our selected software program. This allowed us to get specific answers to questions that arose as we tried different things.

In summary, we believe that we have done our best to select hardware and software that will meet our needs for the initial digitizing and storing of paper records that will be appropriately digitized. This hardware and software will continue to be used effectively to maintain our records management system as new documents are created or acquired.

What improvements in response time to public records requests or records retention/management are expected?
Document retrieval will become a breeze relative to our current process of searching through file cabinets and boxes looking for the appropriate document. This system will also help coordinate and synchronize our important documents. For example, today if someone calls our office and asks when the last inspection of their septic system was done or when the next one is scheduled or when it was last pumped. The district clerk would have to call the technician, who typically is out of the plan at a job site. The technician would have to find his paper record in the plant file when he returns to the plant and call or email the office manager back with the needed information. The turnaround for such a simple information request could stretch to one or two business days. With an integrated records system the office manager could look up the requested information and provide a response immediately to the caller. Copies of the most recent inspection report could be emailed to the caller during the call.

Today, the management and operation of our district is complicated by the lack of easily available data and information on our operations. We believe the implementation of this records management system, along with our other new programs, will benefit our agency most by improving our internal coordination and consolidation of our separate "silos" of information which is central to better managing our district.

A final area of improvement is that more data will be accessible to improve our management of the district. Today, we do not have easy access to older data. By digitizing historical plant performance data, we will have a much better understanding of the trends of several variables over time. This could be quite valuable as we consider plant processing upgrades.

What new procedures/training will be in place to make best use of the hardware/software going forward?
We believe that the system training will be minimal. Office document scanners and scanning software are similar to copy machines in terms of operation. Large format scanners will require some training for optimum results. eFileCabinet has extensive on-line video documentation on all aspects of their document management software for all common operations of their system.

Our core training requirements will be in training our staff to {think differently" -- to recognize and properly categorize the requirements for records storage and retention, since this is a new aspect of their jobs. Once the decision is made accurately, then the process should be well documented and clear. We will have achieved a "New normal" in our daily operations.

The change in our operation will result from the knowledge that employees have gained concerning records management and will result in their moving records into the system on a daily basis rather than stuffing a paper document into a file folder, to be dealt with sometime in the future.

What is your plan to cover any annual subscriptions/license fees going forward?
Our board has determined that we will be able to continue the eFileCabinet "Advantage" annual license from our operating budgets in future years. After the initial surge of loading our backlog of documents, we may reduce the number of users on the eFileCabinet system.

Amount Funded: $10,000

Grays Harbor County PUD

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
The Public Utility District No. 1 of Grays Harbor County has the immediate need to replace its email archiving solution, as our current solution has been sunset by the vendor. By securing a replacement email archiving and e-Discovery solution, it will allow the agency to continue effective email retention practices and quick, efficient, search and response for e-Discovery and Public Records Act requests. This solution will also allow us to keep our required storage under control and reduce the time and volume of email required to search. The District's Records Department processes approximately 75 Public Records Requests annually, several e-Discovery requests and daily internal staff requests. By implementing an email management/archiving and e-Discovery tool, the Records Management staff empowers the end-user to keep an organized mailbox and easily search for their own email, which results in increasing the amount of time the Records Department staff has to work on other key records management projects with fewer interruptions, while at the same time providing an avenue for legal and public records act holds and production.

What hardware/software will be purchased and installed by May 31, 2019.
The District has evaluated a number of email archiving solutions searching for the methodology and functionality that we developed and implemented, district-wide. We want to ensure this functionality remains available in the replacement product. The product that best meets the District's specifications, which includes the ability to provide email retention repository folders and search capabilities at the end-user level, within Outlook, is Enterprise Vault. Enterprise Vault will maintain the same email retention application functionality and end-user interface our employees are accustomed to. Enterprise Vault will ensure continued compliance of our email management practices and use of the email archiving solution, while also providing a seamless end-user transition.

How many sections and staff in the agency will be able to use this hardware/software?
The District will manage 230 mailboxes within the archiving solution. Every employee with an active Outlook mailbox will use the email archiving solution to properly manage and designate "record" email for the proper retention periods, from the integrated Outlook interface. Three administrative users will utilize the back-end and full product capabilities; including but not limited to, email journaling for backup purposes, managing separated employee's mailboxes and processing e-Discovery, investigation and Public Records Act requests.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
1-15 Days: Finalize solution evaluation and execute purchase
16-30 Days:
1. Install software
2. Migrate all data from sunset product; intermittent testing
3. Customize EVPM folder scripting; intermittent testing
4. Final product testing
5. Remote product training for Grays Harbor PUD System Administrators
31-45 Days: Internal training and end-user system resource (procedure and tip-sheet) development
46-75 Days: District-wide end-user Records and Email Management Refresher and Enterprise Vault System Training
76-90 Days:
1. Follow-up with staff to verify no additional training or assistance is needed
2. Wrap-up final project evaluation and documentation

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
Installation, migration, deployment and end-user training will be conducted by Grays Harbor PUD staff, including the Records Administrator, Records Clerk and two (2) Information System Specialists. In addition, Enterprise Vault Technologist Specialists will assist with the installation, deployment and customized folder scripting of the system and will conduct system admin training over a four-day, non-consecutive, period.

Is your proposed choice of hardware/software the most cost-effective solution?
The District's Purchasing Policy and proper Washington State procurement procedures are followed when executing any purchase, resulting in the purchase of the most cost-effective solution that meets the District's required specifications and needs.

What improvements in response time to public records requests or records retention/management are expected?
By implementing an email archiving and e-Discovery solution, the District will have the ability to continue reducing email volumes, which results in quick and more effective search and delivery of requested email records, for both internal staff and the public. The District will also have the continued ability to apply retention to every email created and received by the District. This allows us to remain in compliance with all applicable retention laws and to segregate record email from non-record email, while maintaining a high level of integrity and transparency.

What new procedures/training will be in place to make best use of the hardware/software going forward?
The Grays Harbor PUD prides itself on its Records Management Program and has extensively trained all employees on records and email management. Once a solution is selected and deployed, staff will be trained on the functionality of the new system, and at the same time be provided their annual records management refresher training. Updated procedural documentation and tip sheets will be provided to ensure they have the resources they need, at their fingertips, while managing their mailbox. For some users additional one-on-one training at their desks will occur. Choosing a solution that provides easy access and reduces end-user frustration is our main goal. Enterprise Vault has similar functionality to our currently implemented system, which will make the transition seamless for the end-user. This product also has some additional search functionality, all from within the user mailbox, which improves the end-user experience. Making Outlook a one-stop-shop for the end user is vital for continued adoption, consistent practice and use of the District's email archiving solution and compliance with our email management practices.

What is your plan to cover any annual subscriptions/license fees going forward?
The District created a Records Department in 2007, and has since maintained an annual budget that includes staff resources, software licensing, hardware maintenance, etc. The District's 2018 Records Department budget was approved at $212,100.00. The Records Department consists of two full-time staff and one temporary summer student.

The District did not anticipate having to replace our current email archiving solution and any amount awarded would assist in offsetting this unexpected expense. We do, and will, continue to annually budget for the licensing and continued use of all implemented Records Management software and hardware solutions.

Amount Funded: $30,000

Lewis County Public Works

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period? Lewis County Public Works depends on a KIP 3002 to scan large documents including 22 x 34 or larger maps, road plans, and water system plans for retention and for internal review processes. Unfortunately, the scanner/printer is 15 years old and has been malfunctioning frequently. We have been advised it can no longer be supported by a maintenance plan and parts will not be available for repair. We are in desperate need of an updated model so that we can provide the current level of services required for the record management of engineering, surveying, property management and environmental health activities. We have 1-2 public records requests each month that include large maps and plan documents that require printing on a specialized scanner/printer. If the old scanner is malfunctioning we can take the map to a copy center which will use 2-3 hours of employee time per copy plus a copying charge that is passed to the customer, the record request is delayed by possibly a week and the product is sometimes poor quality and not legible. Scanning of documents for record retention is delayed and possible damage to the document could occur.

Scanning in house is more effective for our point forward activities due to the frequency of time sensitive scans needed immediately. Our historic maps and documents have been scanned and are retained in a Laserfiche content management program. These are permanent county road records and we strive to retain them with the greatest quality possible. We do hope the quality of the scan is upgraded enough due to the color scanning feature that historic scanning of maps may be upgraded to be easier to read and produce a higher quality product.

By replacing the outdated scanner, record request response time will be reduced by 1-2 weeks and the cost to the public will be substantially lower. There will be no need to outsource the request due to the scanner being out of service and extra employee time will be reduced. To provide the customer with the duplicate of a large colored map, a large capacity color printer is necessary.

Road plans will have a better tracking method also. We plan to use coded colors for notes of each reviewer and indexed to make reference to specific reviews at each stage of a project easier to access by government employees and the public. This will improve our records management of large permanent files including road plans, right of way surveys, and water system plans. The implementation of a new labeling and indexing program enabled by this new technology will be an effective improvement.

This technology tool will keep us up to date for years to come. The vendor has a maintenance plan available for .039 per sq. foot for all parts, labor and supplies. Lewis County has a line item in our 2019 budget for maintenance plan costs, however the cost of purchasing the scanner is not funded.

What hardware/software will be purchased and installed by May 31, 2019.
We plan to purchase the KIP 860 Color Scanner/Copier/Printer by 12/31/18. We received a quote of $31,215.00 from Capital Business Machines that includes installation and on-site training and is attached for reference.

How many sections and staff in the agency will be able to use this hardware/software?
There will be 49 employees and 11 divisions that will be able to use the new technology tool. The scanner will be available to the following sections and departments:
Public Works Engineering Department including Design and Environmental staff: 14
Public Works Survey Division: 5
Public Works Traffic Division: 6
Public Works Property Management and GIS Divisions: 13

Public Works Administration and Records Management: 6
Lewis County Community Development: 3
Lewis County Facilities: 2

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
12/31/18: Purchase scanner
01/15/19: Installation of scanner by Capital Business Machines
01/16/19: Initial group training including staff from Property Management, GIS, Engineering, Survey and Administration/Records
Management on the use of the scanner held by Capital Business Machines at no additional cost.
01/17-18/19: Group training held by Records Manager regarding location of archival records and labeling template-No additional cost.
01/30/19: Follow up group training to review information and further questions.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
Agency staff will be training users, scanning large maps and documents, printing records, indexing files, and assigning record retention data to archived materials.

Is your proposed choice of hardware/software the most cost-effective solution?
Yes, Lewis County has received quotes from vendors for various scanners. The scanner selected has the necessary features for the least cost. We looked at scanner only options, but we will need to print documents for public records requests and for internal review processes. The scanner that is failing is equivalent to the KIP 7170 Black & White scanner, but does not print in color. Public Works engineers are using colors more frequently due to the accuracy it affords in reading plans. We would not be able to provide the correct copy of any colored document the public requested. The KIP 860 is the minimum tool that will meet our needs now and into the future and is the most reasonable cost found.

What improvements in response time to public records requests or records retention/management are expected?
We expect to have immediate access to the records requested by the public. Documents will be scanned immediately upon production and older large maps will be re-scanned with the updated features. Currently, the public must wait at least 5 days for the requested copies to be sent out for reproduction. This takes an employee 2-3 hours time to take the document to the busy copy center and risks damage to the original permanent record.

What new procedures/training will be in place to make best use of the hardware/software going forward?
We are implementing a new training to establish guidelines for electronic record storage, templates for labeling, indexing and applying retention guidelines. This will enable us to access records more efficiently for public records requests and for internal review.

What is your plan to cover any annual subscriptions/license fees going forward?
Our 2019 Public Works budget has a line item for maintenance agreement costs. The cost of the maintenance agreement with Capital Business Machines will be .04 per square foot and includes all parts, labor and supplies except paper.

Amount Funded: $30,000

<u>**Liberty Lake, City of**</u>

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
The City of Liberty Lake is responsive to public records requests in a timely manner. However, not having the software impacts our City's ability to capture and manage records because there is no central depository for the information from the time the request is received until the request has been fulfilled. Some requests come in via the city's website, some are walk-in requests, some are phone requests, and some are email requests. Depending on how the requests arrive determines where they are stored, and this poses a challenge to capture & manage everything in one spot to meet minimum retention. If there were a central depository for ALL records requests, it would be so much more efficient to not only track, but to know at a glance where in the process the records requests are.

What hardware/software will be purchased and installed by May 31, 2019.
The City Clerk and Police Records Clerk recently attended two demonstrations from software vendors Airlift and NextRequest. Both employees concurred Airlift was the better option to meet the needs for the size of our small city. If the City of Liberty Lake were to be awarded grant funding for technology tools, we would like to pursue the purchase and install of Airlift immediately.

How many sections and staff in the agency will be able to use this hardware/software?
On initial assessment, two sections (Administrative Services and the Liberty Lake Police Department) and two staff members (the City Clerk and the Police Records Clerk) in the agency will be able to use this software. While the software has the capability for multiple users, we feel it best for quality control purposes to minimize the administrative rights of the whole program.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
Should the City of Liberty Lake be awarded grant funding, we would pursue the purchase of the Airlift program immediately. We would work with the vendor for the installation of the software and have the vendor meet with staff for training. Once installation and training have taken place it is anticipated the city would roll out the program after or within about a month, since there is usually always a need to work out the kinks when implementing and transitioning to new software.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
The City Clerk and Police Records will be the primary contacts to carry out the fulfillment of public records records as pertinent to the agency. Each would log the request into the software and follow the program as trained by the vendor until the request has been fulfilled. Both clerks would coordinate working with the Secretary of State's Archivists to transfer archival records for permanent retention and/or appraisal, or destroy the records per their required retention period.

Is your proposed choice of hardware/software the most cost-effective solution?
After staff attended the two recent record management demos, we believe it is. The NextRequest software was far more expansive and expensive than what a city our size needs. However, at an initial start up fee of $1,750 and an annual fee of $2,900 from Airlift, we feel this is the most cost-effective solution. Since it is a cloud-based program, there is no need to purchase additional hardware; further reducing costs. Additionally, with a centralized portal to consolidate tracking of all agency's public disclosure activities and associated costs, this streamlined process will further reduce costs.

What improvements in response time to public records requests or records retention/management are expected?
The "at-a'glance" ability to see where in the process the request is will speed up the process tremendously by eliminating the need to have to track multiple sources. With a centralized portal to see what records have already been provided and what needs to be provided, that will result in time savings which, in turn, results in cost savings. If the City of Liberty Lake ever does meet the $100,000 threshold necessary for report to JLARC, this technology tool will program will easily allow our agency to prepare submission of our annual reporting metrics.

What new procedures/training will be in place to make best use of the hardware/software going forward?
The City is currently looking at updating its public records policy. Once this new technology tool in place, it would more than likely be referenced in the procedure section of the updated policy. After staff has been fully trained by the vendor, the trained staff would be able to cross train other agency staff in the event of a position vacancy or need for backup assistance.

What is your plan to cover any annual subscriptions/license fees going forward?
Currently the grant program is funded until June of 2020, after which the availability of further funding will be decided upon the outcome of a Joint Legislative Audit and Review Committee (JLARC) review and assessment. With an annual software subscription renewal of only $2,900 we are confident the software will pay for itself in both reduced unrecoverable staff time and the reduced quantity of agency resources devoted to fielding and responding to public records requests.

Amount Funded: $9,910

Mason County Public Utility District 3

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
This grant request will address the need to digitize a high volume of "Work Order" documents maintained in the Agency's primary business office in hard-copy paper sets. Retrieving these critical Work Order documents for responses to public records requests and for Agency staff access is currently very inefficient and complicated. Obtaining pertinent data from engineering designs installed prior to 2016 requires between 10 and 30 minutes per Work Order, as it requires searching two defunct databases just to find the old Work Order number. Once the old Work Order number is located, the individual searches paper files for related documentation. Older Work Order records (generally pre-1970) are stored in a building separated from the Agency's main office. A minimum of two additional hour's search and retrieval time is typically expended to retrieve these records. Once the hard copy documents are located, approximately 15 â€" 20 minutes per design is spent copying or scanning the documents to provide as public records request responses or prepare for Agency use.

In addition, because the Work Order records are stored in the Agency's main office, they are not accessible to staff and the public in the Agency's three separate office locations and work areas. Many of the offices and work spaces are separated from the Agency's main office by drive times of nearly one hour, one way. The Work Order documents are frequently needed for reference on projects in rapidly growing, remote areas of Mason County.

It is estimated that the Agency responds to over 50 public records requests involving Work Order documents per year. It is estimated that over 300 internal Work Order records searches are completed by the Agency for

staff reference purposes (by Agency engineers and field crews).

It is critical that the Agency be able to promptly and efficiently respond to public records requests for Work Orders as well as Agency staff review of Work Orders. The documents contain data relevant to emergency and safety situations, development and construction timelines, and other activities in which time is of the essence, and human health and safety considerations are involved.

Work Orders are the documents that detail jobs that Agency engineers have designed and agency crews have built. The "Work Order" document sets include relevant content such as: easements, permits, signed agreements, as-builts, improvement mapping, and engineering notes and explanations for future reference. The Work Order document sets frequently contain crew notes and final comments that provide critical details for future reference. Frequently these notes and comments are contained on sticky notes or similar small loose paper documents. These engineering notes provide crucial data regarding the materials and design selection process, details regarding the basis for and authorization of design deviations, and similar engineering background. When information is needed regarding the improvements as designed and built, Work Orders are often the only place to obtain that information. Work Order documents are frequently consulted as the record of engineering design, required materials, cost quotes, easements and permitting associated with the extension and maintenance of safe and reliable electrical services to individual customers and developments with the area of Agency operations.

Typically, original electrical design remains in-place for the life of the subject facility. When facility alterations are proposed, they often require changes to how the electrical service enters the property as well as changes to the overall electrical load profile. Agency engineers must be able to review new requirements against the design and capabilities of the existing service improvements to determine how to appropriately serve the modified facility. They consult Work Order documents for this purpose. Another example of the use of Work Orders relates to the extension of Agency services to new and sometimes remote areas of rural Mason County. Frequently, applicants will pay for the extension of the distribution network to a particular location, and are eligible for cost sharing by future applicants who will benefit from the service extension. At the time of connection by future applicants, Work Order records are consulted to determine cost allocation formulas.

Approximately 20 - 25 new Work Order documents are created each week, so the volume is rapidly expanding. With approximately 100 new Work Order designs filed per month, and with the average Work Order design consisting of 20 or more pages of information, the need for electronic scanning and filing is extremely urgent. At present, all of the documents are still filed hard-copy. Only approximately 25% of the new documents are scanned and stored in the NISC Vault because the Agency lacks the scanning technology to efficiently scan all of the Work Order document content.

The currently stored Work Orders date back to the 1930s. Many of the Work Orders in the older date ranges have been stored in environments that has compromised their integrity (moisture, heat, sunlight, insects). There is an urgent need to immediately scan these older documents before their condition further deteriorates.

The number of Work Orders stored as hard copies in the Agency's main business office are as follows: Approximately 600 - 800 Work Order document sets per storage shelf (x) 22 shelves per storage cabinet (x) 3 storage cabinets = approximately 46,200 hard copy Work Order document sets ranging from approximately 6 to 100+ pages per Work Order set = approximately 924,000 pages of Work Order content (assuming 20 pages per Work Order). This does not include additional Work Order documents stored in buildings outside the Agency's main business office.

The attached photos show the hard-copy Work Order filing cabinet sets and folder system maintained in the

Agency's main office area. These filing cabinets roll vertically so that they store a significant amount of documentation. Because the Agency has historically invested significant work to keep the Work Orders in an organized manner, the proposed scanning project will be very orderly and certain to succeed.

Prior to 2016, all Work Order records (including but not limited to engineering designs, calculations and supporting documentation used to develop the designs) were printed out hardcopy and stored in the paper filing system described above. From 2016 to present, this practice has continued for the new calculations and supporting documentation and designs, but 25% of the new designs are also being scanned and electronically stored in the NISC Vault electronic filing system that the Agency acquired and began using in January 2016. In addition, the Agency is working to scan and save electronic records of design installation and as-builts into the NISC Vault system.

The Agency's efforts to scan these paper records to increase efficient responses to public records requests and to increase accessibility for Agency staff has been frustrated by the lack of appropriate scanning technology tools.

The scanners requested will enable the Agency to electronically file the scanned documents into the Agency's NISC Vault system (NISC Vault system discussed in detail below). At the time of scanning, uniform tags such as parcel number, uniformly entered address, original customer name, subdivision/lot reference, permit number, and other appropriate tags will be entered. This will greatly increase the ability to efficiently search for and retrieve this critical data. Currently, the lack of an electronically searchable database and lack of tags makes search efforts for the hard copy Work Orders very labor intensive and inaccurate. For example, in the 1990s Mason County changed its street naming convention, which complicates hard-copy searches for data by physical address. Appropriately applied electronic tags will enable searchers to efficiently retrieve street names under both old and new naming conventions. Additionally, electronic tags related to the State's DANs retention system will be added to enhance the Agency's ability to apply appropriate retention schedules to various elements of the Work Order document sets.

The Disposition Authority Number (DAN) that is frequently applied to the Agency's Work Order document sets is UT50-06B-28 Rev. 0. However, the scope of the proposed project will involve evaluating the individual documents that comprise each Work Order set. The DAN numbers that appear relevant with respect to the individual documents contained in the Work Order sets include: GS50-06F-03; GS2011-169; GS55-05A-06; GS2012-035; GS50-18-06; and GS2012-039. To ensure that Work Order documents are assigned appropriate DANs numbers, the Agency's Records Officer will work closely with assigned State Records consultant Jaime Ganzel at the outset of the scanning project. Ms. Ganzel has already conducted an on-site visit to the agency and recently met in-person with the Agency's new Records Officer.

Converting the Work Order documents to a scanned, electronically accessible format is urgently necessary. The Agency operates out of three primary business offices serving approximately 87.17% of the entire population of rural Mason County. Many of the sites that Agency crews are required to work on involve one-way drive times of nearly one hour. The engineers and crews in the field often have a need to reference the Work Order documents. Therefore, the Work Order documents must be located, the only hard-copy must be checked out, and must travel out of office with various individuals. The risk of loss and damage to these critical documents is very high.

The resources invested in locating a hard-copy Work Order, retrieving it, checking it out and checking it back in could be much better utilized if the Work Order documents were readily available to all Agency staff in an easily searchable electronic format. Often, a single Work Order is needed for reference by a number of Agency staff at the same point in time. There is significant confusion and time expended tracking the Work Orders from staff-person to staff-person. Frequently, work-flow is delayed while one staff-person waits for another

staff-person to finish utilizing the documents.

In addition to the primary focus (Work Order scanning project), the Agency also has a critical need to scan in large oversize paper records related to facility operations and maintenance. The Agency anticipates that the key individual who holds a significant amount of these paper records and institutional knowledge intends to retire in the near future. There is a significant need to digitally capture and index records held by this individual so that incoming individuals not familiar with the facility and operations can locate and utilize critical records. The Agency currently has no ability to scan in large oversize records that are commonly associate with facility management and Agency operations.

Finally, in addition to the primary focus (Work Order scanning project), the requested scanners will assist all Agency departments in meeting the 10 Leading Practices â€" particularly in the areas of 3) Tools Available; 6) Records Inventoried; 7) Records Organized; 8) Records Kept for Required Time Period; 9) Records Destroyed/Transferred; and 10) Disaster Preparedness. In addition to enabling the Agency to address the hard-copy Work Order document sets, the Agency will be able to appropriately capture, index, and tag oversize records with appropriate retention terms to facilitate indexing, broad availability for Agency staff and records requestors, monitoring of applicable retention periods, and for safe backup to satisfy disaster preparedness efforts.

What hardware/software will be purchased and installed by May 31, 2019.
1) OfficeGemini 800 NET Dokmee Capture Standalone Edition
2) Contex IQ Quattro 44 MFP Repro - sheetfed scanner - stationary - USB, Gigab 44 scanner 600 dpi
3) Canon imageFORMULA DR-G1100 Scanner Width: 2.0; up to 100 PPM 600 dpi
4) Cannon scanner roller kit
5) Fujitsu fi-65F - Flatbed Scanner - desktop - USB 2.0 Max scan 4.13 x 5.83

How many sections and staff in the agency will be able to use this hardware/software?

Each department/section within the agency will have a Records Team Point Person(s) trained in the use of the scanners. Although the focus project described in this application pertains to Work Order documents most commonly accessed by the Agency's engineering department staff and field crews, the scanners will ultimately be used by all Agency departments/sections as described in this application. The Agency department/section list is as follows (for records purposes): Telecom; Safety/Environmental; Accounting; Human Resources/Business Operations; Power Supply; Customer Service; Facilities; Purchasing; Conservation; IS; Administration; Engineering; Audit/Risk Management; and Operations.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
The scanners detailed in this proposal will be purchased by the Agency as soon as grant funds are awarded. The Agency estimates three weeks total to order, setup and test the equipment and related procedures.

See the responsive text under List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff - the Agency plans that the Work Order scanning project will be completed as described in that section by May 31, 2019.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
In recognition of the Washington State Archives 10 Leading Practices (1), the Agency recently designated a focused employment position within the Agency as Records Manager. The Records Manager has cooperated with Agency department staff and directors/managers to ensure that the work proposed in connection with

this grant will proceed efficiently and successfully upon an award. Department-level Records Team Point Person(s) have been identified within each department and are cooperating with the Records Manager to accomplish compliance with the 10 Leading Practices. Over the past two-weeks, the Records Manager met individually with each department's Records Team Point Person to discuss records management issues generally and the opportunities presented by this grant.

With respect to this grant application, the Agency will dedicate two part-time positions and an oversight position to the task of scanning Work Orders in. One part-time position will begin scanning from the oldest documents forward in time to the newer documents. The other part-time position will begin scanning from the newest incoming documents back in time to the older documents. This separation will serve several functions. First, the work being performed by the respective individuals will be differentiated, enabling accurate quality control audits and to ensure that neither individuals' work efforts are confused by the others' in the same vicinity of documents. Second, this work plan will enable the oldest, most fragile hard-copies to be preserved quickly in electronic form, and at the same time will enable the newest, most current hard-copies that are being most frequently accessed to be preserved quickly in electronic form.

The two part-time positions will be fully instructed on use of the scanners by the Agency's IS department staff, Records Manager and the Agency's Director of Business Services. Oversight and quality control will be provided by the Agency's Records Manager. Instruction will cover how to evaluate documents based on content and applicable retention requirements; how to assign appropriate DANs retention tags; how to assign appropriate search term/index tags; how to complete scans that meet established scanning standards; and how to spot check for compliance. Quality control evaluations will be performed frequently during the course of the scanning effort to ensure quality of the scans, legibility, compliance with established scanning standards, and appropriate tagging and storage within the Agency's NISC system. Hard copy documents will be evaluated for retention requirements, with destruction/transfer completed pursuant to state retention standards. Hard copy documents will be retained for a sufficient time to ensure that the electronic scanning is successful and compliant with scanning standards, tagging protocols, etc.

IS staff will research and instruct appropriate staff on how to clean and maintain the scanners.

The Agency's Director of Business Services has prior experience in successfully managing another public agency's implementation of a similar large-scale scanning project. The Director is prepared to cooperate with the Agency's Records Manager to provide appropriate direction and oversight to ensure the success of this project.

Is your proposed choice of hardware/software the most cost-effective solution?
Yes. The Agency's Director of Business Services carefully researched all available options and concluded that the proposed scanners and associated work plan are the most cost-effective solution available to address the problem presented.

What improvements in response time to public records requests or records retention/management are expected?
This grant request will address the need to digitize a high volume of Work Order documents maintained in the Agency's primary business office in hard-copy paper sets. Retrieving these critical Work Order documents for responses to public records requests and for Agency staff access is currently very inefficient and complicated. Obtaining pertinent data from engineering designs installed prior to 2016 requires between 10 and 30 minutes per Work Order, as it requires searching two defunct databases just to find the old Work Order number. Once the old Work Order number is located, the individual searches paper files for related documentation. Older Work Order records (generally pre-1970) are stored in a building separated from the Agency's main office. A minimum of two additional hour's search and retrieval time is typically expended to retrieve these records.

Once the hard copy documents are located, approximately 15 - 20 minutes per design is spent copying or scanning the documents to provide as public records request responses or prepare for Agency use.

In addition, because the Work Order records are stored in the Agency's main office, they are not accessible to staff and the public in the Agency's three separate office locations and work areas. Many of the offices and work spaces are separated from the Agency's main office by drive times of nearly one hour, one way. The Work Order documents are frequently needed for reference on projects in rapidly growing, remote areas of Mason County.

It is estimated that the Agency responds to over 50 public records requests involving Work Order documents per year. It is estimated that over 300 internal Work Order records searches are completed by the Agency for staff reference purposes (by Agency engineers and field crews).

It is critical that the Agency be able to promptly and efficiently respond to public records requests for Work Orders as well as Agency staff review of Work Orders. The documents contain data relevant to emergency and safety situations, development and construction timelines, and other activities in which time is of the essence, and human health and safety considerations are involved.

To the extent possible, this Agency has consistently invested in tools and techniques aimed at improving records management through time. The Agency seeks this grant award because resources available to the Agency for records management and public records request management have been recently allocated to systems such as the NISC Vault electronic management system, the QuickFile system to address initial efforts to manage the Agency's e-mail and electronic communication records, and the Lexbe system to attempt to streamline records review associated with exceptionally large responsive record set review. The addition of the proposed scanners through this grant will mean greatly improved use of tools in which the Agency has already invested. The Agency purchased and implemented the NISC Vault document management product in January 2016. This Vault product allows the Agency to store electronic files with tag data. The Agency can assign the tags that are required when the data is stored. The electronically stored files are then searchable by those tags.

If the grant is awarded for the requested scanners, a great volume of critical hard copy documents will be scanned into this Vault system, with uniform tags attached at the time of scanning into the system, for an efficient and uniform method of searching documents Agency-wide. The documents that will be scanned in as a result of the scanners awarded through this grant request will be fully integrated into the NISC system, making document retrieval efficient and uniform. For the first time, Agency employees working in the field will be able to access this critical data on their mobile devices. Office employees will concurrently access this critical data from their respective work stations.

This grant award will enable the Agency to immediately evaluate and scan the 20 - 25 new Work Order document sets that are created each week â€“ immediately attaching applicable retention, indexing and search term tags. With approximately 100 new Work Order designs filed per month, and with the average Work Order design consisting of 20 or more pages of information, the need for electronic scanning, filing and tagging is urgent. Approximately 924,000 pages of existing Work Order content (assuming 20 pages per Work Order) currently maintained in paper form will similarly be scanned with applicable retention, search term and indexing tags attached.

This grant award will improve response time to public records requests, will improve Agency records management and retention tracking, and will greatly improve the efficiency of Agency operations. Retrieving the critical Work Order documents for responses to public records requests and for Agency staff will no longer take between 10 and 30 minutes per current Work Order, and will no longer take over two hours as it now

takes to locate and produce older Work Order records (process as described in the Problem section).

Preparing documents for public records responses or for use by Agency staff out in the field will no longer take at least 15 - 20 minutes per design for copying/scanning. The Agency will no longer face the dilemma of how to appropriately create electronic records from oversize plan sets that cannot be scanned with existing Agency technology tools. It is estimated that the Agency responds to over 50 public records requests involving Work Order documents per year. It is estimated that over 300 internal Work Order records searches are completed by the Agency for staff reference purposes (by Agency engineers and field crews). Given the number of Work Order record sets retrieved annually, it is likely that the requested scanners will save well-over 300 hours of staff time expended annually on Work Order search and capture efforts alone.

Timely response to public records requests for Work Orders, as well as Agency staff review of Work Orders, is critical. These documents contain data relevant to emergency and safety situations, development and construction timelines, and other activities in which time is of the essence and human health and safety considerations are involved. Having Work Order documents available in an immediately searchable electronic format will facilitate immediate production of responsive Work Order records.

Also, as detailed in the Problem section, the integrity of the records will be preserved, and the current concerns related to safeguarding against loss or destruction of these critical Work Order records will be resolved.

As noted in previous sections, in addition to the primary focus (Work Order scanning project), the requested scanners will assist all Agency departments in meeting the 10 Leading Practices - particularly in the areas of 3) Tools Available; 6) Records Inventoried; 7) Records Organized; 8) Records Kept for Required Time Period; 9) Records Destroyed/Transferred; and 10) Disaster Preparedness. In addition to enabling the Agency to address the hard-copy Work Order document sets, the Agency will be able to appropriately capture, index, and tag oversize records with proper retention terms to facilitate indexing, broad availability for Agency staff and records requestors, monitoring of applicable retention periods, and for safe backup to satisfy disaster preparedness efforts.

What new procedures/training will be in place to make best use of the hardware/software going forward?
In recognition of the Washington State Archives 10 Leading Practices (1), the Agency recently designated a focused employment position within the Agency as Records Manager. The Records Manager has cooperated with Agency department staff and directors/managers to ensure that the work proposed in connection with this grant will proceed efficiently and successfully upon an award. Department-level Records Team Point Person(s) have been designated within each department and are cooperating with the Records Manager to accomplish compliance with the 10 Leading Practices.

With respect to this grant application, the Agency will dedicate two part-time positions and an oversight position to the task of scanning Work Orders. One part-time position will begin scanning from the oldest documents forward in time to the newer documents. The other part-time position will begin scanning from the newest incoming documents back in time to the older documents. This separation will serve several functions. First, the work being performed by the respective individuals will be differentiated, enabling accurate quality control audits and to ensure that neither individuals' work efforts are confused by the others' in the same vicinity of documents. Second, this work plan will enable the oldest, most fragile hard-copies to be preserved quickly in electronic form, and at the same time will enable the newest, most current hard-copies that are being most frequently accessed to be preserved quickly in electronic form.

The two part-time positions will be fully instructed on use of the scanners by the Agency's IS department staff, and oversight and quality control will be provided by the Agency's Records Manager. Instruction will cover how

to evaluate documents based on content and applicable retention requirements; how to assign appropriate DANs retention tags; how to assign appropriate tags to ensure accurate and efficient search location; how to complete scans that meet established scanning standards; and how to spot check for compliance. Quality control evaluations will be performed frequently during the course of the scanning effort to ensure quality of the scans, legibility, compliance with established scanning standards, and appropriate tagging and storage within NISC. Hard copy documents will be evaluated for retention requirements, with destruction/transfer completed pursuant to state retention standards. Hard copy documents will be retained for a time period sufficient to ensure that the electronic scanning is successful and compliant with scanning standards, tagging protocols, etc.

IS staff will research and instruct appropriate staff on how to clean the scanners.

The Agency's Director of Business Services has prior experience in successfully managing another public agency's implementation of a large-scale scanning project similar that now proposed. The Director is prepared to cooperate with the Agency's Records Manager to provide appropriate direction and oversight to ensure the success of this project.

What is your plan to cover any annual subscriptions/license fees going forward?
To the extent that any such costs are required going forward, the Agency will incorporate the same into the Agency's annual proposed budget. The Agency has the NISC Vault system for scanned document management already in-place.

Amount Funded: $13,000

Mason County Sheriff's Office

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
In the ever-changing world of technology, law enforcement, like many other organizations, struggles to keep up with the ever-changing requirements and mandates for report writing and investigations, evidence, records management, and the volume and complexity of Public Disclosure Requests (PDR) while operating with minimum or deficits in staffing. Along with that, and as much as going paperless takes daily effort, it is worth it, and we are gaining ground. We are a smaller county, roughly 52,218, with 94 paid employees. Of those, we have only 3 Records Specialists. Their primary functions are housing, managing and retaining all agency generated records, in addition to processing all PDRs. The average number of open PDRs on any given day, looms around 65. In 2017 there were 1389 PDRs and this year 834 for Jan-Jun. That is trending about 300 more this year over last. What has become the norm is not necessarily the number of requests, but the complexity of the requests which causes the burden. In order to better track requests, we now have an effective method of measuring the time it takes to process PDR. For Jan-Jun 2018 staff have logged 592.78 hours to processing PDR. That is the equivalent of one (1) full-time FTE.   Time is a critical element of public disclosure requests and in order to provide the fullest possible assistance under the Public Records Act, it requires staff to search many internal platforms, software and servers, and use several different mediums for processing. Many of these platforms are aged and some suffer compatibility issues and in addition, our server space will be exhausted by the end of 2018. To give you an idea of the scope for police records alone; annually our agency generates over 20,000 calls for service, handled by 46 commissioned staff, and a Records Staff of 3.

As an agency overall, the upside is that we have good employees along with, policies, procedures and practices in place that are reviewed and updated in a timely manner. Past litigation has shown that it is better to be pro-

active than re-active in all things. We have been WASPC accredited since 1990 and use Lexipol for Policy. For Public Disclosure, not only are we bound by WAC 44-14 and RCW 42.56, but also our local County Ordinance, Lexipol Policies and internal systems and procedures. The majority of the Sheriff's staff has received, at minimum, in-service public disclosure training which is provided periodically. All Records staff and the Public Records Officer (PRO) are trained and take advantage of local training and online training as well to stay up to date.

Having good employees, and being up to date with policy, procedure and training are outstanding achievements and something to be proud of however, it does not solve the financial burden of in taking, managing and retaining all of the digital records and at the same time, adequately responding to the ever increasing and complex PDRs and stay within the confines of our approved county budget each year.

Unfortunately, we find that there are still certain aspects of daily work that necessitate paper. These therefore must be scanned in to the files which requires adequate desk-top scanners conveniently placed for individual and network needs. Technology advances and going paperless also require deputies to have reliable devices such as audio, video and camera equipment to capture the records in formats that are not only acceptable for storage and management but ease of access for public disclosure. If that were not enough, the retention of the different mediums can also be an issue. As staff struggle to keep up with one thing, another falls behind. Our Records Officer who is the senior Records Specialist has the responsibility of managing and retaining records in addition to other duties assigned. At this juncture, our agency has paper and digital retention to manage which is a full-time job. We do our best to house, maintain and destroy records in a timely fashion in accordance with State Retention Guidelines. All of our essential digital files are backed up on an agency server and/or on our Records Management System, Spillman.

It would be easy to say that digital management is the crux of our problem, and ultimately the downside as we move to the paperless/digital age of records management however, it is not a fair representation of the whole picture. Going digital necessitates the need for higher volume hard-drive and server platforms. Staying paperless requires being able to purchase the right tools to keep up with technology needs. Yes, when done right the first time, knowing now what we did not know then, we may have been, if allowed during the budget process, prepared for the volume of digital needs our agency has today. It is fair to say that we need updated hardware, software and a server combined. Having one contribute to the other in perfect harmony. It is fact that we have staff without adequate tools, and based on current rate of usage, our current server will reach maximum capacity by the end of 2018.

Many factors contributed to our current state, but, in the end, it all boils down to lack of funding. From the expiring state of our current server to the deficiencies in hardware/software due to going paperless, increased use of mediums such as social media, video and audio, it all requires funding to operate. To state the obvious, just as paper demands sufficient storage needs for management ease of access and retention, so does digital storage. In addition, because staff need to search a variety of platforms such as software and servers to research PDRs, the burden and liability due to error increases. PDRs are cumbersome and time-consuming, and further hampered by inadequate redaction software. Adobe is used for general redaction, audio another "free" antiquated program, and no software whatsoever for video redaction.

The stark reality is that as an agency our options for funding for technology is bleak. Going back to paper is not an option. For additional perspective, our 2018 budget was cut $2.1 million and we have been assured by our Commission that 2019 fairs no better. This leaves us little choice but to seek outside resources to fund an adequately sized server and the appropriate hardware/software upgrades needed. Without additional funding, our agency will fall further behind and be open to a higher risks and liability.

To meet all requirements, and do it properly, we need a new server and updated technology in the form of

hardware and software. The server is the bulk of our request for this grant, and we appreciate your consideration of our application. It needs to be noted however, that much of our technology is several years old. For instance, the PRO is operating on an aging desktop built in 2009, and the 3 Records Specialists desktops are showing signs of memory and speed issues. Many of the scanners, cameras, video equipment and recorders used by Patrol need replacement due to compatibility issues and age. It is the hope that the board would consider that a new server is a critical need for our agency and yet, is only a band aid to our overarching technology needs.

In anticipation of receiving this award, we have requested $30,000 for the year 2019 to accommodate the initial purchase of technology items pending reimbursement from this grant. It is our hope that you will give our application preference as a small agency with high need and see that we are trying to do the right thing at the right time for the right reasons in the pursuit of maintaining compliance with PDR and Retention requirements despite the necessary funding to do it right. The approval of some or all of our submission is appreciated. Thank you in advance for your time and consideration.

What hardware/software will be purchased and installed by May 31, 2019.
A new server, and any other hardware or software approved by the board. We are asking $30 K be set-aside in the 2019 budget to accommodate the reimbursement for all approved items within this grant cycle.

How many sections and staff in the agency will be able to use this hardware/software?
The server will be used by all of the Sheriff's staff to house, use and store digital files and other related agency business and media. Any approved hardware software will be used to fill in the gaps according to need. And, as further example, the aging desktops and video redaction software for Records staff to process PDR. Looking outward, users that have hardware such as recorders, video and scanners that have compatibility issues.
What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
Upon approval of our 2019 budget, and award of this grant, we would purchase the server in January 2019. Should the board award the grant toward the purchase of the items listed above and any other sought after items such as Desktops, Video Redaction Software ($4K), Scanners, Audio, Video Recorders, and Cameras; those purchases would be made in January 2019 as well. The roll-out and training would commence immediately upon installation so there would be no gap in service.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
Upon delivery of the server, our IT will install it, perform file transfer and network it as necessary. We are fortunate to have staff with a broad knowledge base and capabilities. This is a cost-savings to our agency as we do not have to contract or pay for installation and networking. We have already reached out to archive staff with questions, and will continue to do so as needed.

Is your proposed choice of hardware/software the most cost-effective solution?
We have been shopping for a server for awhile now and do believe that this option is the most cost-effective solution to our problem. Yes, we could get a smaller version however, it would only be a short-term solution to a long-term problem. The hardware and software purchases are forward-thinking with the hope of meeting the needs of the agency for the next few years. The goal for our agency is to plan appropriately and strategically going forward.

What improvements in response time to public records requests or records retention/management are expected?
Response times to public records requests would improve due to the increased speed of the server and the fact that the server would support all of the documents and media in one place. Currently, digital records are

not stored all in one place. This requires many searches as opposed to one or fewer searches with a new server. It goes without saying that search times would improve with a newer high-speed server. Any additional software and hardware approved by this grant will improve the quality of work, timeliness of process and overall consistencies that go toward having everyone on the same page doing things one way. All of this combined, decreases error and civil litigation as well.

What new procedures/training will be in place to make best use of the hardware/software going forward?
Training and procedures for using a new server would be minimal. As a proactive measure, it would be prudent to provide training to the extent that staff are all consistent in the way to house, use or store digital records on the server as well as consistency in searching and retention. As far as hardware is concerned, staff would be given training which provides basic use and understanding along with guidelines for use of the hardware and establishing consistency in housing, using and storing the records in accordance with agency policy, and state retention guidelines. Staff would also be advised who to contact for support when they do have an issue with their technology.

What is your plan to cover any annual subscriptions/license fees going forward?
Going forward, the agency's leadership needs to include in upcoming years' budgets, a sufficient amount to cover the costs of subscriptions/license fees and other unanticipated costs and encourage the Commission to approve those increases by citing the cost of non-compliance to PDR. As previously stated, the goal is to plan appropriately and strategically going forward.

Amount Funded: $14,000

Mill Creek, City of

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
The City of Mill Creek has an inadequate and inefficient process for tracking & managing public records. The liability and risk we are exposed to is of great concern. The standards and quality of service we provide to citizens is deteriorating.

The City will be over the $100,000 threshold for JLARC reporting in July 2018. For this reason, it is CRITICAL that we implement a public records software program. Currently, we do not have the tools, resources, or staff to accurately or realistically produce the required data. The number of public records request received has increased tenfold while our budget does not support hiring a FTE to manage the process. Implementing a public records software program with built in capabilities to track metrics that comply with JLARC reporting will be an invaluable tool for our City and taxpayers.

The City received 1076 public records requests over the last 12 months (July 30, 2017-July 30, 2018). The majority of these requests have been complex in nature, involving substantial resources and months to complete. Our designated Public Records Officer is also the City Clerk and Executive Assistant who must prioritize the essential functions of government while trying to adhere to the Public Records Act, Attorney General's model rules on public disclosure, the State Archives leading practices, and the mandatory JLARC reporting requirements.

The extraordinary amount of time it takes to manually check each record request every day for a 5 day deadline, extension deadline, third party deadline, installment deadline, etc. can be eliminated by a records request management system and free up staff time to work on other priorities.

Currently, when public records requests span multiple departments, the PRO assigns someone from each department to oversee the gathering of these records and to deliver the records from various departments back to the PRO. A significant amount of time is spent through emails, phone calls, and office visits reminding the various departments of their obligations to provide records and to meet request deadlines. Additionally, our limited staff currently spends a disproportionate amount of time organizing, sorting, redacting, scanning, and copying records, which takes them away from their core duties and responsibilities. Requests that span multiple departments tend to cause confusion as to who is doing what, what has already been done, leads to human error, and is not consistent. We desire a system that digitizes the request process, as well as streamlines and consolidates communications between the various departments while standardizing the complex process that is public disclosure. Having a public records software program will allow departments to upload responsive documents directly into an electronic system where it can be reviewed, redacted and released. It will consolidate all responses and communications regarding a request into one searchable system and will also streamline our current process.

Our current process for redacting is cumbersome and labor intensive. This results in manual processing and resultant opportunity for error. The redaction tools provided by a records management platform will save time, reduce risk, increase productivity, provide consistency and ultimately create a better experience for the requestor.

We have major deficiencies with the security and confidentiality of our released records. We are using a website module designed for citizen request management that does not encrypt or protect the open web links sent to the requestor to view and download their records. We are extremely concerned about a data breach and need to migrate away from our current system as soon as possible. The public records management system we are seeking is specifically designed with security in mind with encryption in transit, and at rest so data is protected at all times.

In the last 12 months, the City has spent $22,924.40 on attorney costs related to public records requests. Having an electronic records management system accessible to our contracted attorney will cut attorney costs significantly and allow staff time to work on other priorities.

In order to comply with retention and destruction schedules, staff must manually check files and records for dates, retention, and destruction requirements. For example, we recently received a public records request for a previous request that should have been destroyed, but slipped through the cracks due to our manual process. Because of this one example, we now have an open, complex request requiring unnecessary staff time and attorney costs. Having a public records management system with built in retention schedules, destruction capabilities, and notifications will eliminate the use of resources to work on requests that should have been closed immediately.

The City does not have a way for citizens to search for information based on topics of request which results in unnecessary requests coming in. Having a public records management system with a built in deflection system will reduce similar and duplicate requests by letting citizens see past requests, documents, proactive public pages, and directing them to a knowledge base.

What hardware/software will be purchased and installed by May 31, 2019.
We would like to purchase GovQA's Public Records Request Management System including unlimited user licenses, 4 redaction licenses, ADFS (single sign on), Fortress (enhanced encryption, CJIS compliant).

GovQA is the nation's leader in public records request management platforms that serves more than 800 government organizations.

How many sections and staff in the agency will be able to use this hardware/software?
With unlimited user licenses, any staff member can be trained to use the system. Our plan is to start with the PRO, IT Manager and our new Public Disclosure Coordination Team (PDCT) comprised of one staff member of each department consisting of Finance, Communications & Marketing, Public Works & Development Services, and Police.

Once the core users are trained, additional staff will be trained on an as needed basis.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
The City plans to deploy GovQA as soon as possible. Shortly after contract signing, GovQA will meet with us to establish an aggressive timeline with a realistic go-live date. As part of implementation they will help us to design the necessary workflows and also provide administrator and end-user training to cover all of the features of the system. We plan to train our administrators (PRO and IT Staff) first, and then the core users (PDCT). Our goal is to have the system deployed within 90 days of contract signing.

30 days:
Implementation kickoff meeting

Build project plan
Design branding landing page
Integrate legacy data into knowledge base

60 days:
Import current requests and attachments
Training
Design & configuration
Testing

90 days:
Complete training
Go live

Once we are live, we will have a system tailored to fit our needs, the needs of the requestor, and tailored to facilitate collaboration across various departments while ensuring compliance with state public records laws and providing public access to information.

In 2016, the City undertook a massive records clean-up effort that resulted in tens of thousands of paper records and 42 hard drives being destroyed. The city worked closely with the state archivist's office to ensure that proper retention requirements were met and transfer of permanent records to the archivist office were completed. GovQA's software allows for automatic following of our retention schedule based upon request type and offers the ability to purge.

After nearly a year of research and development, we presented a comprehensive City-wide Public Records Policy to the City Council on March 6, 2018. This policy encompasses rules and best practices that provide the statutory framework for disclosure of public records and the Washington State Attorney General's Model Rules on Public Disclosure.

As a small (population 20,470), relatively young city, we have been proactively working to position ourselves in anticipation of a grant that would allow us to meet the needs of our growing organization and community

while complying with state and federal mandated laws. The City of Mill Creek strives to set the standard of excellence for local government. We practice Lean concepts, emphasize continuous process improvement and desire to be proactive in achieving a multi-functional public records request system that combines a one-stop platform for transparent citizen requests, fortress security, visible accountability, efficient processing, comprehensive coverage and robust redaction tools. We believe that the GovQA software will provide a complete end-to-end customer service tracking solution, specifically helping the city better meet its obligations under the Public Records Act by reducing staff time in preparation of public records responses and increasing transparency and availability of public records to customers while reducing liability risks.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
Agency staff:
Workflow development
Portal design
Configuration
Legacy data transfer
Project management

Vendor:
Training
Server configuration
Testing

Intern:
Legacy data export

Is your proposed choice of hardware/software the most cost-effective solution?
We have done extensive research on various Public Records Management Software Programs and we feel GovQA's solution is the most cost-effective given the features and security it provides. Additionally, we are aware of at least 11 other agencies in Washington State that utilize GovQA's product and all have given positive reviews. We plan to use the Washington State Interlocal Cooperation Act RCW 39.34 to piggy-back on Snohomish County's RFP No 29.13 to further ensure we are receiving the best pricing available. Mill Creek has had an ILA with Snohomish County for Information Technology Services since 2015.

What improvements in response time to public records requests or records retention/management are expected?
It is difficult to quantitatively track metrics with our current system and processes due to the lack of reporting capabilities, workflows, or audit controls. With integrated processes, retention schedules, automated workflows and a robust notification structure we expect improvements to include: security, transparency, collaboration, cost savings, risk and liability, staff time and the customer experience. Other cities have reported decreases in turnaround time by an average of 3 days.

What new procedures/training will be in place to make best use of the hardware/software going forward?
GovQA provides no-cost administrator and end-user training that covers all features of the system. Ongoing support is available through system videos and the knowledge base. Periodic webinars are also available to train and update staff on new features. Support is available 24/7.

In addition, the PRO will be the City's subject matter expert who will oversee training of any system user. New features, updates, issues of concern, or tips will be reviewed and discussed at monthly Public Disclosure Coordination Team meetings.

What is your plan to cover any annual subscriptions/license fees going forward?
The City is fully committed to improving the management of public records requests and envisions the use of GovQA as the next steps in our process. The City's management understands that purchasing new software will require allocating General Fund dollars for the ongoing subscription fee. We are in the process of preparing our next biennial budget and all future associated costs will be included.

Amount Funded: $14,500

Moses Lake, City of

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
We have 220 regular full-time staff in 8 departments with 17 divisions. The city has experienced a large turnover in staff over the last three years due to normal government employment movement on top of a higher than average number of retirements, and one unfortunate fatality. The former employees engaged in unusual naming conventions for most of the electronic documents utilizing Word Perfect and Lotus 123, and did not have purging processes in place which has resulted in electronic records being kept beyond their required retention.

These past practices have left the present staff with many records that are not easily identifiable or searchable, and a limited ability to find pertinent information for a public records request in a timely manner. Moving to an Electronic Content Management system will eliminate wasted time tracking down citywide record requests when trying to collect records from the "silo" of folders from each department's filing system and will have automated retention notices to eliminate record request liabilities. With the current state of our electronic records, the City is at risk both from not being able to fulfill a request and needing to produce older records when we can find them. The number of responses documented from 2017 to 2018 has increased nearly 400% through the City Clerk's Office.

What hardware/software will be purchased and installed by May 31, 2019.
The quote attached is for the purchase of a state approved Electronic Content Management system through Laserfiche, with installation and training provided by FreeDoc. The software will allow staff to build workflows for the tracking of records requests and establish a central location to streamline processing of records requests. We will also have the ability to extract data from the forms to voluntarily report information into the JLARC tracking system.

How many sections and staff in the agency will be able to use this hardware/software?
The quote is for 12 user or station licenses so each department can begin transferring existing records into the new software, control access, establish one location to deposit and track record requests, and assign retention in accordance to the minimum state requirements.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
We have conducted three online demos of three different workflows with a handful of staff prior to submitting this application in order to gain knowledge of the software and support of the product from different departments. The vendor proposed the following implementation phases in their quote: Design October 15th, Development October 22nd, Testing November 26th, Deployment January 15th, Transition to Support February 15th.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
The attached quote has been reviewed by our Regional Archivist and the following internal staff: IT, GIS Admin, Community Development Admin, Finance Director, and City Manager.

We are requesting the maximum grant amount of $30k and will cover the balance of $14,960 with city funding, as well as the cost for upgrades and support to Laserfiche in the amount of $5,940 per year. The annual amount to FreeDoc will be budgeted in accordance to individual department needs to modify existing or establish unique workflow processes.

Is your proposed choice of hardware/software the most cost-effective solution?
The City Clerk will meet with department admin staff to identify the most important workflow related to public records requests to begin a transition into the LaserFiche software. FreeDoc will conduct an initial interview with the City Clerk and other key admin staff that participate in responding to records requests so they can create a new workflow or modify a boxed workflow provided in the Laserfiche program. FreeDoc will then provide a statement of work related to the workflow development for implementation and training. Weekly meetings with the City Clerk and FreeDoc will take place to ensure a smooth deployment and coordination of staff training. The archives staff will provide general support to the City Clerk if there are questions interpreting retention periods from department staff.

What improvements in response time to public records requests or records retention/management are expected?
Purchasing the software will be a proactive approach to monitor and reply to the increased number of requests the city continues to receive. There will be a unified process for the present staff to transfer electronic files into a new system with common file naming structures and assigned retention in accordance to the state retention schedules. This eliminates the liability of providing records to requestors that would have otherwise been purged and will expedite the time it currently takes to process requests that involve multiple departments. The software also has automated reminders assigned to staff involved in each request which will eliminate manual tracking of deadlines and pending payments.

What new procedures/training will be in place to make best use of the hardware/software going forward?
The city implemented a new policy for Public Records Requests in March 2018. The City Clerk attended the department staff meetings to summarize the customer service aspect of processing requests and to review the new request form and process. The City Clerk is a member of WAPRO and regularly attends this and other trainings for records management and records requests.

The city has drafted a Records Management policy that will be finalized and distributed in August of 2018. The new policy assigns the City Clerk as the Records Management Officer of the city and the Supervisors in each department will assign a Records Liaison to work with the City Clerk. Each Records Liaison will be responsible to train current and new staff with these policies.

The City Clerk recently attended SOS training for a refresher on 'Leading Practices for Records Management and Retention,' began tracking the dates elected officials and key records staff complete, at a minimum, the Open Government Training as required by ESB 5964, and will refer staff to other online tutorials provided on the SOS website.

What is your plan to cover any annual subscriptions/license fees going forward?
While the city is unable to afford the full initial capital investment in the software, the city can afford and will budget to bridge the funding gap if we receive the Local Records Grant.

The City Manager has also committed to funding the annual maintenance contract from this point forward, as well as ongoing training and support required to maintain an efficient infrastructure for management of the city's electronic records and response to public records requests.

Amount Funded: $30,000

<u>**Mountlake Terrace, City of**</u>

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
Earlier this year, Mountlake Terrace hired Leslie Turner with FreeDoc Consulting to assess the city on how we could reduce risk for public records management as well as improve service delivery. Her report highlighted several issues with the current city technology environment including:
(1) The use of approximately 70 separate software applications, with no data sharing or interoperability.
(2) Network file servers with individuals manually filing and storing records on approximately 110 personal or shared drives.
(3) An email capture software with little to no disposition capability to dispose of redundant, outdated, or trivial emails, which has accumulated over 3.2 million emails since adoption.
(4) An unwieldy access database to find current contracts stored in various shared drives, making it difficult and time consuming to locate documents.
(5) A 10,000 plus scanned document archive of large scale drawing and plans stored in software no longer serviced and updated.

In addition to the technology environment analysis, the report also included an inventory of current physical storage at City Hall (which does not include records at the Police Department, Recreation Pavilion, and Public Works), these include:
(1) 42 file cabinets
(2) 65 full three ring binders
(3) 152 records storage boxes
(4) Additional other documents contained in individual work spaces and offices.

Highlighting the breadth of records stored electronically and physically, the report concludes that the systematic modernization of the city's record management processes is necessary to ensure the capture and proper retention of public records. The report goes on to make several recommendations, with the first recommendation concluding that the city should implement an Electronic Content Management (ECM) software with the long term goal of incorporating all records.

As part of the JLARC Report on Public Records Requests submitted for July 23, 2017 to December 31, 2017, Mountlake Terrace staff developed a spreadsheet to track time devoted to various requests. This estimate concluded that in a little over five months, Mountlake Terrace staff spent approximately 1,070 hours to fulfill 236 Public Records requests. When discussing with staff why the average amount spent on a request was 4.5 hours, the conclusion was that the variety of locations electronically and physically increased the amount of time necessary to respond to public records requests, and in some instances prevented the city from responding in a timely manner. For example, a search for records related to a certain development project could involve: the IT Director searching one system for emails and then searching individual staff drives for project files, individual employees searching their records both physical and electronic, and permit technicians searching older records stored in different filing cabinets.

At the same time the FreeDoc Consulting assessment was taking place, the Mountlake Terrace, funded and hired a new position, a Public Records Officer. In addition to assuming the responsibilities for public disclosure, the position's main responsibility is to develop modernized records management practices for capturing, retaining, and proper disposition of public records, train staff on these policies and procedures, and ensure compliance with the 10 Leading Records Management Practices. The individual hired for this position, a City Clerk, was in part chosen for his experience in implementing the ECM system Laserfiche and providing training for over 100 users.

Mountlake Terrace recognizes that it faces records management challenges based on how files have been stored for years, developing a backlog for review and disposition. Currently, the Public Records Officer is finalizing new records policies and procedures and will be offering new tools and training to ensure staff understand retention requirements, with an organizational goal of having properly reviewed for disposition/archival all appropriate material by December 31, 2018.

The purpose of this grant application is to request the partial support necessary for earlier adoption of an ECM, rather than it being delayed for an uncertain number of years. While the city will ensure that it fulfills its obligations under the 10 Leading Records Management Practices, without the support of this grant it is likely that Mountlake Terrace will delay a new technology solution and maintain its current methods of records storage and continue to face the risk of improper records retention and delays in responding to public records requests.

What hardware/software will be purchased and installed by May 31, 2019.
Software included in this request is 20 licenses for Laserfiche Avante, purchased under the state contract though FreeDoc. This includes: 20 user licenses, records management module, advanced audit trail, import agent, Laserfiche connector, and the web distribution portal. Also included in the quote is the required software maintenance (for only the first year) as well as up to 150 hours of service hours for implementation and training.

This grant request is for partial funding of that cost, as the city understands the maximum award in this category is $30,000. The city is currently going through its budget development process for its 2019-2020 two year budget with adoption by the City Council scheduled for November. The remainder of the funds necessary to complete the project will be included in the proposed budget, which has been articulated as leveraging this grant to implement the software in 2019, rather than delaying to an uncertain year in the future.

The city has costed out appropriate scanning equipment to capture paper records that would be necessary as part of the ECM solution until paperless workflow projects can be undertaken. We have not included these hardware components in the request as the city would purchase them. We also recognize and have priced out ongoing costs for maintenance that we would be responsible for in future years.

We have verified with FreeDoc that the proposed timeline for this project is reasonable without rushing staff or loss of functionality. Purchasing from the state contract through FreeDoc will help speed the process along. With FreeDoc's office being less than a ten minute drive away, they will be able to work with staff and deal with training in an expedited manner. Additionally, the Public Records Officer, having prior experience with developing necessary filing/classification schemes, workflows, and metadata tags, has discussed with FreeDoc having many of the preliminary information gathering sessions completed by the end of November, before the true timeline of the project has begun.

Software implementation, complete May 31, 2019, includes the necessary steps to meet the goals of:
(1) Capturing, retaining, and more easily managing all records received on and after May 31, 2019.
(2) Sorting and filing most, if not all, current electronic files within the ECM system.

(3) Creating the opportunity to integrate formerly scanned documents for retention.

(4) Go live with the web distribution portal, so that individuals seeking records and information would be able to find these documents through the portal on our website.

(5) Provide the training necessary for general staff to understand how to operate the system as well as providing training to IT and other subject matter experts so that they have the capability to develop their own workflows, metadata, etc. The 20 licenses would be spread among various departments citywide, with multiple licenses assigned to each department.

We believe that the breadth of these goals is tied to the 10 Leading Records Management Practices:

(1) Being under the direction of the Public Records Officer to ensure compliance with laws and regulations.

(2) Ensuring staff compliance under modernized policies and procedures for records management.

(3) Offering the functional tool necessary to ensure proper retention.

(4) Incorporating training to ensure staff are aware of not only how to use the software but the role of DANs etc.

(5) Certifying retention through software controls.

(6) Maintaining a current inventory of records.

(7) Providing a modernized framework to organize records.

(8) Creating a workflow to ensure records with questionable retention value are reviewed by the Public Records Officer.

(9) Standardize the destruction and transfer of records into an annual cycle.

(10) Insuring that records will be kept through backups in the event of a records disaster.

How many sections and staff in the agency will be able to use this hardware/software?

This software will be adopted city wide through 20 licenses as well as providing records accessibility to the public through the web portal. Staff has identified individuals that would be primary users in this project, and the potential exists that we could move to add more users in future years if implementation is successful and processes can be migrated to paperless.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?

August 2018: Announcement of new records management plan, policies, and procedures; staff training; and department by department review of records practices and disposition.

September 2018: Continued department by department review of records practices and disposition.

October 2018: Grant announcement; continued department by department review of records practices and disposition; begin meetings with staff work groups and departmental leadership to develop appropriate workflows, filing systems, metadata tags.

November 2018: City Council budget approval; develop and finalize scope of work with FreeDoc and Laserfiche, which includes sending business and technical requirements; continued department by department review of records practices and disposition; continue meetings with staff work groups and departmental leadership to develop appropriate workflows, filing systems, metadata tags.

December 2018: Approval of agreement with FreeDoc for project January 1, 2019 â€" May 31, 2019; proper disposition/archival of old records complete; meetings with staff work groups and departmental leadership to develop appropriate workflows, filing systems, metadata tags complete, drafts sent to FreeDoc.

January 2019: Official project kickoff; Project team from staff and consultants confer; configure necessary Laserfiche base software and modules to requirements in accordance with business and technical specifications; code and configure various workflows, metadata tags, file classification systems; etc.; establish testing mode; staff orders and installs hardware components (purchased by city).

February 2019: Testing; set up users using license manager; perform functionality testing; address bug fixes, updates, and software compatibility; provide training to subject matter experts from IT and others to know capabilities related to creating workflows, metadata, etc. as well as how to fix basic issues with the software.

March 2019: Training; provide training to end users; multiple sessions and providing opportunities to learn in a controlled environment; identify and fix additional issues; begin staff working on sorting old electronic files into new file structure; identify information that will be available to the public on the web portal.

April 2019: Go live date; implement software city wide; implement and go live with web portal.

May 2019: Transition to support; perform post-development system verification; IT assumes day-to-day system maintenance, perform knowledge transfer activities; making staff aware of post project resources.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
City staff will meet and develop draft workflows, metadata tags, and file structures, provide any additional information needed to complete the scope of work (technical specs, etc.), purchase and install additional hardware necessary for the project, make themselves available for meetings and training, and when appropriate, will begin scanning, sorting, and otherwise capturing information to be put into the ECM system.

Vendor, in addition to the work necessary to install and implement Laserfiche, will perform up to a total of 150 hours of work during the time frame of the project to: provide development support to improve workflows, metadata tags, etc. that have been submitted to them in draft form; provide testing and training; mitigate issues and bugs in systems; and otherwise provide answers to questions that staff may have.

No temporary staff or additional costs for Mountlake Terrace staff are included in this project, other than hardware or other future costs that the city would be responsible for.

The trainings offered by the state archives have helped the city as we have looked at improving records management practices, and we have included their staff review as part of the conceptual look at this grant application before submittal. We will continue to utilize the Archive's expertise as appropriate by reaching out for advice and recommendations in the metadata and file classification plan draft portion of the project as well as with other issues as they may arise.

Is your proposed choice of hardware/software the most cost-effective solution?
While the cost of implementing Laserfiche at $77,519, without factoring in ongoing fees, is a significant sum, the city supports the ECM solution as the most cost-effective way of reducing the amount of time spent of fulfilling records requests as well as ensuring compliance with records capture, retention, and management requirements.

To ensure cost-effectiveness among various ECM options, the city reviewed and participated in various application demonstrations both on and off the state contract. Beyond the greater functionality and expansion capabilities that Laserfiche offers, the other significant issue was whether the software was likely to be purchased by a competitor or other provider and whether we could ensure that service and upgrades would continue to be provided at a reasonable cost, or if we would be worried that the software might not exist in a few years and the city would be obligated to purchase a new software. From this standpoint, the city chose Laserfiche for the stability of ownership and reliability of the software.

As earlier stated, the city estimates that it spent 1,070 staff hours in approximately five months last year to fulfill public records request. For a year, the estimate could be assumed to be around 2,550 staff hours on an

annual basis. If staff hours spent fulfilling public records request were reduced through easier searchability and efficiency by a conservative 25 percent, or a reduction of 638 hours, it would reduce the cost to the city by an estimated $33,176. This cost reduction, as well as the improvement in efficiency, reduction in risk for improperly destroying records, other intangible improvements, and the reliability of the software long-term support the Laserfiche software as the most cost-effective ECM solution for the city.

What improvements in response time to public records requests or records retention/management are expected?
The city expects, upon implementation of the software, an immediate improvement in both response times to public records requests and records retention/management. As stated above, the city maintains records through a variety of physical and electronic methods: multiple software programs, file types, scans in outdated systems, as well as a records that are submitted and currently kept in paper form. The city views the implementation of an ECM as a game-changer, allowing us to move forward from the adoption date keeping the vast majority, if not all, records in the ECM solution.

Our project goals for the ECM are all designed to either improve the response time to public records requests or to improve records capture, retention, or management:
(1) Capturing, retaining, and more easily managing all records received on and after May 31, 2019.
(2) Sorting and filing most, if not all, current electronic files within the ECM system.
(3) Creating the opportunity to integrate formerly scanned documents for retention.
(4) Go live with the web distribution portal, so that individuals seeking records and information would be able to find these documents through the portal on our website.
(5) Provide the training necessary for general staff to understand how to operate the system as well as providing training to IT and other subject matter experts so that they have the capability to develop their own workflows, metadata, etc.

Improvements to records retention, capture, and management are primarily qualitative goals and legal obligations, with success measured as 100 percent of certain types of documents stored in the ECM after implementation, 100 percent of records being assigned a records retention (tied to DAN) within five business days, and other process and procedure improvements.

To measure success quantitatively for public disclosure, our conservative estimate, developed through comparing anecdotes of staff searches for records with the data that was collected for JLARC, is that search times will be reduced by at least 25 percent with the possibility that the improvement might be much more. This could be compared by comparing the data we are collecting for JLARC before and after implementation of the ECM. We expect to see this improvement to grow as more and more data is entered into the system and we no longer have physical records due to them being timed out and properly disposed of/archived. Essential records that are not currently scanned as well as long term retention documents are not included in this project, but the city has recognized that we are likely to assign someone to scan physical records, starting with essential and working our way down in number of years of retention, and at some point all records will be in the ECM either through scanning or proper disposition. This eventuality will further improve response times.

What new procedures/training will be in place to make best use of the hardware/software going forward?
A significant number of hours in the project will be reserved for end-user training, but a key component of the project plan is that staff subject matter experts will be knowledgeable in all key areas of the software, not only including the capability to program our own workflows, metadata tags, and file structure, but also how to use the detail components of the software and have the capability to provide the training, both to new users and refresher courses, in future years.

Staff will also develop appropriate policies and procedures to ensure quality control and compliance with the

ECM solution, to ensure that records are being properly captured and retained. As part of these policies and procedures, staff would be obligated to perform an annual review with the Public Records Officer to ensure compliance.

What is your plan to cover any annual subscriptions/license fees going forward?
Working with city administration to develop a plan of action on how to pay for the remainder of the project if we were to receive the grant, as well as future year's maintenance, the city would have the resources necessary to cover these obligations from general fund revenues. However, the city is also exploring a technology fee option for those entities and individuals that file forms, plans, permits, etc. with the city, with the fee potentially designed to cover related ECM costs as well as any other technology required to allow electronic filing.

For example, if building plan reviews, which are currently completed entirely via paper submittal, are work flowed to allow an entire electronic review process and submittal of plans via electronic document rather than paper copy, the city could potentially assess a technology fee to cover the costs associated. The city has discussed this idea with local developers, who are supportive of the concept as their current printing costs for paper plans can be several hundred dollars.

Amount Funded: $30,000

Pacific County Board of County Commissioners

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
Pacific County is a small, rural county with a natural resource based economy. Our general fund is heavily dependent on timber harvesting and tourism, which are extremely volatile. The economic downturn hit our area hard, and while there are some signs of a slow recovery, we are lagging far behind more urban counties or those located along the I-5 corridor. In response to dwindling local, state and federal resources, and the ever increasing cost to do business, the Board of County Commissioners had no choice but to open the budget mid-year in 2017 and ask each department to take an across-the-board 10% reduction. This came on the heels of significant reductions just a few years prior. These reductions have been carried into 2018 and are planned for 2019.

While we have reduced county wide FTEs, slashed operating budgets to historic lows, and capital maintenance and improvement projects are on hold indefinitely,   the pressure created by our legal responsibility to respond to public records requests has continued to grow. Over the past few years the County has increased the number of FTEs assigned to managing public records requests, purchased additional servers to manage email searches, and in 2013 purchased WebQA to manage the program. We have invested a significant amount in training staff both in public records management and records retention.

We recently hosted Transitory Records Training which provided staff with tools to help with records retention and management. Those who attended this training felt they now have a better understanding of managing their records. Our goal is to host this training again in the fall.

The County is simply "tapped out" and has already diverted limited resources from other vital county services to address the capacity needed to respond to public records requests.

In 2015, Pacific County received 1,000 records requests. Through June, 2018 we have received 543 requests,

which is on pace to put us near 1,100 for the year.   Not only has there been a dramatic increase in the volume of requests, but the complexity and scope of requests has changed significantly.

Currently, we do an inconsistent, and generally poor job of records management, particularly email, text messaging and other social media. Either information isn't retained properly, or it is retained forever. Having a centralized system will allow for better management of retention schedules for our text messaging and social media records.

What hardware/software will be purchased and installed by May 31, 2019.
SMARSH

How many sections and staff in the agency will be able to use this hardware/software?
All county issued cell phones and social media sites including web pages, Facebook, Instagram and twitter accounts will be connected to SMARSH. The Senior Public Records Coordinator and the Public Records Officer will be responsible for managing the system.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
Our plan is to purchase SMARSH in November and have it installed and capturing data within thirty days of purchase. The Public Records Officer, Senior Public Records Coordinator, and IT staff will be trained on the usage of the system.

We have one Senior Public Records Coordinator. It is important to assure any system we implement is as efficient and easy to access and use as possible. Having to monitor and manage more than one software system for capturing social media and text messages results in additional time and effort for a staff person who is already overtaxed.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
SMARSH provides a text message and social media archiving solution that is currently non-existent in Pacific County. Text messages and social media sites would be automatically indexed, securely and reliably retained within SMARSH's Archiving Platform. This would allow for quick on-demand search, review and fulfillment of records requests.

Is your proposed choice of hardware/software the most cost-effective solution?
We have reviewed different software programs and determined SMARSH is the best fit for our needs. While some counties are utilizing different software to capture social media and text messages, for our purposes having one software system that can do both is the most efficient and cost effective choice.

What improvements in response time to public records requests or records retention/management are expected?
Currently, we have no consistent way of capturing text messages or other social media. Our only method of providing responsive records is to "take pictures" or connect the phone to a computer and try to extract text messages with less efficient software, and then review the information with no ability to index or easily search the information.

We have one full time FTE assigned to review records. Without the ability to use search terms when searching for and reviewing text messages, each text has to be reviewed to determine if it may be responsive.   This task is inefficient, totally overwhelming and takes an inordinate amount of time. This creates significant exposure and potential liability for the County. Often times our response times are extended, and electronic records,

particularly text messages, which could be responsive are not being captured and/or retained in a systematic way so may not be provided.

What new procedures/training will be in place to make best use of the hardware/software going forward?
The training for use of SMARSH will be for our Senior Public Records Coordinator and our Public Records Officer who will are responsible for fulfilling records requests. The County's two IT staff will also be trained. Prior to deploying the system, all Pacific County staff will be provided information about the system and its capabilities to capture their text messages and social media in real time. The County will provide on-going education regarding records management and retention for all departments and offices.

What is your plan to cover any annual subscriptions/license fees going forward?
At their meeting of July 24, 2018, the Board of Pacific County Commissioners confirmed their support of any on-going expenses for the purchase and implementation of SMARSH.

Amount Funded: $9,900

Renton Regional Fire Authority

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
As a fire and life safety organization, we strive to provide our citizens with the highest level of service in emergencies. The same applies to public records and records retention.

Currently, we are using email folders on Outlook and a Microsoft ACCESS database to track our record requests. This is affecting our ability to respond to public records requests because these two programs do not work together so we spend double the time trying to track each request. When a request is submitted through our website, it is received via Outlook and entered into our ACCESS database to copy all of the pertinent information and make a log of the requests. The request is fulfilled and the copies of the records are sent via email or US mail. This back and forth between different programs is what we are trying to avoid.

When using the two programs, we also miss the ability to track the completion of some projects. When we complete a request in Outlook, the ACCESS database is not automatically updated. This will cause me to follow up with my staff regarding if a request has been completed. Sometimes, a response that came in over email might have been sent out via US mail, but we cannot record that in Outlook.

In addition, our agency's current system does not allow our citizens to have access to track the status of or recall any request information without submitting an additional request. This also impacts our staff's ability to respond to requests in a timely manner.

On average, we respond to around 350 public records requests each year. Response time for each request ranges from 1 day to 2 weeks. With an estimated average citizen wait time of 24 hours for each request, multiplied by 350 requests, this would be 8,400 hours. The software enhancement we are looking into could have the potential reduce the response time of the requests by half. If reduced by half, the average wait time would go down to 4,200 hours per year.

What hardware/software will be purchased and installed by May 31, 2019.
Our organization would like to purchase NextRequest software, an all-in-one platform for managing records requests across the entire agency. Our install would include:

Record Request Management Module & Document Module
Unlimited users in our agency
Fully hosted, maintained, and cloud based platform
Dedicated customer success staff

The planned purchase and install date would be in First Quarter of 2019.

How many sections and staff in the agency will be able to use this hardware/software?
In our agency, the Administration Division and the Office of the Fire Marshal will be able to use the NextRequest software. Five staff members will be able to have logins for the software.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
Our schedule is as follows:

September 2018: Create a SharePoint team site dedicated to the NextRequest roll-out and assign users in the agency access to view all of the implementation documents as well as a timeline for the future. This site will be the hub that everyone can go to in order to view the progress of the project.

Q4 2018: Purchase and secure the NextRequest Software with our dedicated sales representative. Execute the developed implementation plan with help from the customer success staff. Update our SharePoint site as needed.

Q1 2019: Install, roll-out, and train staff on NextRequest Software. The online tutorials for this software are extremely helpful and our NextRequest representative has included a customer success plan and application configuration, as well as two webinar training sessions (video recorded). Update the SharePoint site with any new data.

April - May 2019: Conclude grant project cycle. Analyze results, and update SharePoint with any new information.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
With the new NextRequest software, our Administrative Secretaries will be able to log in and enter and requests that come in over the phone, fax, and mail, as well as respond to those inquiries made online. Using unique logins, the management staff will be able to monitor who is working with which request and view the analytics for each request. The Office of the Fire Marshal staff will have the ability to respond securely and promptly to any of their forwarded requests. Other staff as necessary can be added into the loop to keep communication lines open.

Our staff would also be able to abide by the State Archives 10 leading practices for records management with the following:
- The software would assign responsibly to each user involved in the process.
- As an organization, the RRFA would internally draft policies and procedures to accommodate the use of the program.
- NextRequest is part of a plan for use of effective records management tools
- Training for staff is included in the quote
- Retention requirements for requests are review closely as they pertain to the CORE retention schedule and an RRFA adopted retention schedule.
- Inventory of records are easily accessible with the software

- All records pertaining to requests would be organized for easy access, retention and disposal
- Knowing the purpose of each document would help to use the correct retention schedule.
- The software would help with disposing of obsolete records annually with the click of a button.
- Requests are held on a third-party server in case of a disaster.

In regards to the State Archives staff, I am attending workshops, online trainings, and have met with a Regional Archivist to discuss our agency's needs. I plan to utilize these free resources as much as possible.

Is your proposed choice of hardware/software the most cost-effective solution?
For our unique needs as a Regional Fire Authority, this program would be the best suited for our types of requests and volume of requests. We have requests ranging from inquiries on hazardous materials permits to medical records from car accidents.

We have worked with the sales representative from NextRequest who tailored our quote to our specific needs as an agency so we are not paying for anything we do not intend to use.

What improvements in response time to public records requests or records retention/management are expected?
We expect improvements in responses to public records requests by way of less errors and less missed deadlines. An added benefit that I am personally looking forward to would be the ability to know the status of each request when one of my staff is out of the office. With limited staff, this poses a problem for vacations or other extended or unexpected absences when trying to pick up a request where the other person has left off.

In regards to time spent researching requests, we spend an estimated 4 hours for each request. Multiply that by 350 requests and that equals 1,400 hours of staff time. The implementation of NextRequest has the opportunity to reduce that in half. We estimate that the average salary of the staff responding to requests is at or about $31.57 per hour. This would reduce the estimated staff costs from $44,198 to $22,099.

We can determine if the project is successful by evaluating the new request response time at the end of the project as well as user input on the ease of navigating the online portion. Our dedicated SharePoint site will include a feedback portion where staff input their comments, concerns, and questions.

The analytics portion and reporting capabilities of the NextRequest software will be a good way to allow for continual improvement and streamlining of response time. The storage of our routinely used preferences and the ability for citizens to recall their previously requested data will reduce the number of repeat requests and follow up questions. Real-time analytics will also help management identify potential customer service issues as it relates to process times and can lead to proactive communication with citizens. This crucial feedback would be important to determine if the software is valuable to our organization.

What new procedures/training will be in place to make best use of the hardware/software going forward?
The new procedures we are planning to implement will follow the easy-to-use layout of NextRequest's web interface. It helps to guide the user on what actions and steps are needed to fulfill a record request properly. The interface is customizable and will be able to mold to our changing needs as we find pain points in our current process.

Training will be provided by NextRequest. We anticipate a small learning curve for those not used to a cloud-based software program and have notified our sales representative accordingly. He has included two webinar training sessions (video recorded) into our package.

What is your plan to cover any annual subscriptions/license fees going forward?
Our RRFA budget contains a line for Administrative Subscriptions (001-522.11.46.463) which can be utilized for renewing the software going forward. Currently, this line item is not being used. I am the budget line item manager for this and have an experienced Finance Section to help with covering the anticipated costs in the future.

In addition to this, the money savings in a reduction of staff costs would more than cover the cost of maintaining the subscription of the software. This will lead to us being able to sustain the project over a long period of time.

Outside of the grant funding, our organization is working towards member education of retention schedules. This awareness will help in letting everyone know of the urgency to follow records management practices.

Amount Funded: $6,500

Ridgefield School District

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
This grant will provide critical funding to acquire and implement a comprehensive electronic records management solution for our district, which will also help manage workflows, while ensuring our ability to appropriately and accurately retain, access and manage our records.

'Ridgefield again state's fastest-growing city' was the headline staff and community members read in The Columbian, on May 24, 2018. According to the U.S. Census Bureau information published May, 2018, 'Ridgefield's population grew 13 percent between 2016 and 2017, the highest rate of any city in Washington.' The article continues on to quote our superintendent â€˜predicting enrollment will increase 47 percent over the next four years. Looking back, according to a Vancouver Business Journal article dated April 22, 2016, the city of Ridgefield has been on the "'fastest growing cities" list in the state of Washington for the past three years." (2013-2016). Data reflects Ridgefield is fulfilling predictions! Data from city of Ridgefield Development Department reflects the following summary of new home permits: 2014 2015 2016 2017 2018 (YTD-May) 104 216 320 158 88*
*2 permits covers 452 townhouse and/or apartment units

Permits currently under review with the city of Ridgefield Planning Division (May 2018) reflect six permit requests for an additional 267 detached single-family residences.

Several of the challenges the district is facing center around a solution for electronic records management, retention, and disposition as well as timely search and response to public records requests. The purchase of Laserfiche will allow our district to efficiently scan, store, and access all paper documents and electronic documents emails. After much research and reviewing bids, Laserfiche is the identified solution.

Ridgefield has some experience with Laserfiche thru a previous no-cost pilot program with Educational Service District 112. That project entailed scanning a number of historical records. We have been notified that ESD 112 will no longer host our access to Laserfiche. This impending change, coupled with the district managing its Special Education department (many records and documents associated with this program), and the prolific growth of the district, has created the "perfect storm" of need to address electronic storage and responses to

public disclosure requests.

As a growing district, our public records requests have doubled each year. Our data is as follows:
School Year Number of requests
2017-18   9
2016-17   4
2015-16   2

We also recognize Laserfiche is more than just electronic scanning and retrieval. It also has the capability of creating workflows that can be used to automate routing of forms between departments, capture records as they are produced, as well as provide the ability to connect with families in our district and our community through a public portal of electronic forms. Additionally, as enrollment swells, the district needs the ability to handle the growth impact on day-to-day duties such as processing hiring, payroll, accounts payable, etc. Laserfiche will deliver a solution that saves staff time and money with the workflow efficiencies it provides.

What hardware/software will be purchased and installed by May 31, 2019.
We wish to purchase Laserfiche. Laserfiche is a Centralized Document Management System software which provides a solution to efficiently organize and store digitized copies of paper-based documents as well as electronic documents (email, etc.) to a digital repository. Laserfiche is a vendor on the Washington State's Master Contract list for ECM systems. This software has the tools and capacity to meet our district's growing needs in the area of records management, access, retention, and disposition.

How many sections and staff in the agency will be able to use this hardware/software?
The District has identified the following phases of work:
Phase I: Special Ed (2 Admin, 22 certified employees)
Phase II: Board of Directors (5 board members, 2 Admin, 2 clerical)
Phase III: Archives (2 clerical, 1 potential new position, all archived records)
Phase IV: Human Resources (1 Admin, 2 clerical; all current and potential employees)
Phase V: Payroll (2 Admin, 2 clerical, all current employees)

This grant will cover initial installation thru Phase I.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
In anticipation of this grant, the district has reached out to three vendors of which we have selected one. The District has a quote and contract awaiting funding. In addition, the District has worked with the vendor to verify the District has the appropriate hardware to run the software and adequate storage for the records that will be entered. Based on the number of paper records created and potential public records requests, the District has selected the Special Ed Dept. as Phase I of the overall District deployment.

Provided the district receives this grant, the district is prepared to purchase the software from the vendor the district has already identified and installation will begin mid-October 2018. Immediately following installation, the Special Ed Department will receive training. Training will begin the end of October 2018. Once trained, the Special Ed Dept. will integrate their workflow into the Laserfiche system with the goal of zero new paper creation in this department by January 2019. Archived paper records will be allowed to "age-out" while current year paper records will be digitized utilizing the new work flow.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
Phase I: Special Ed (2 Admin, 22 certified employees)

The two administrative employees will receive in-depth training from the vendor. Those employees will create portals for the additional 22 certificated employees to input new data and train the certificated employees on the new portal.

One of the administrative employees, and if necessary a clerical employee, will be assigned to scan current year records.

Is your proposed choice of hardware/software the most cost-effective solution?
The District evaluated three different vendors and two different products. Through an in-depth selection process, the District identified Laserfiche as the product that met the District's current and future needs. The two vendors who proposed Laserfiche solutions were scored in a rubric that included initial costs, on-going support costs, and hourly training and support costs. Cities Digital was the vendor selected thru this process because they had the lowest initial cost and the lowest hourly training and support costs.

What improvements in response time to public records requests or records retention/management are expected?
Phase I of the District's plan focuses on a smaller sub-set of employees and does not reflect the overall number of records requests in the district. Focusing on one unit for the initial phase of the project will ensure the efficient development of a workflow that can then be rolled out to other units in later phases. This will be the most effective way to immediately reduce time spent on responding to public records requests and provide a model for other units requests.

After Phase I, departments that received higher numbers of records requests will be integrated into this system with minimal impact on their current work load. After which there will be a significant improvement to the District's response time to new public records requests

As each department is integrated, documents will become searchable and easier to locate. Additionally, new records will be created digitally which will make them more accessible.

What new procedures/training will be in place to make best use of the hardware/software going forward?
After the initial training of the Special Ed Department by the vendor, the Administrative staff in the Dept. will train the certified staff in the same department to use the new digital workflow. Once the new digital workflow is in place, each new employee will be required to learn the digital workflow. During each new Phase of the integration, staff will be identified to receive vendor training and become mentors for their department.

The District will work with the Board of Directors to update policies to ensure retention standards are followed in the new system and documents are filed in an accessible/searchable manner.

What is your plan to cover any annual subscriptions/license fees going forward?
There will be an annual maintenance cost of $6600 for software updates and support. Ridgefield School District's Superintendent and Business Services Director both confirm their support of this project, both in principle and fiscally. The District's current revenues will afford the ability to pay for the annual subscription/maintenance costs.

Amount Funded: $30,000

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
Currently San Juan County does not have an enterprise document management system which has resulted in each county department managing, storing, retaining and destroying their paper and electronic records based on their own department's procedures. While each department understands the importance of records management, being a small county, most departments have small staff sizes whose primarily focus is on performing their principal functions of providing specific services to the public. Without an entity-wide records management software program or policies to provide the backbone for a consistent, efficient, and secure records management program, each county department has had to establish their own procedures for obtaining knowledge and training on records management and retention, and establishing methodologies and processes for retaining and destroying records in compliance with the State's retention schedules.

Due to the variety of the county's decentralized records management processes, when official public record requests are received, it can be a challenge to identify and locate all relevant requested records in an efficient manner. There is no centralized repository of county electronic records that the Public Records Clerk can go in to search for responsive records.   Each department has a unique way of organizing their files and when searching for responsive records it requires that the county's Public Records Clerk identify and work with the appropriate department staff who are familiar with the file structure of their department. This takes department personnel away from performing their direct public service duties. In addition, given that the county departments have small staff sizes, there may be only one or two people in each department that know where some of the records are located so if they are out of the office or due to turnover, retrieval of the records will take an extended amount of time. A centralized electronic document repository will alleviate this impediment to having an efficient public records process.

For paper records, the county first needs to search for them in paper files, then has to scan, upload and redact (if necessary) the records in GovQA. If the records were already available in an enterprise-wide records management system, it will be easier to locate the records due to the record's indexing. In addition, no scanning will be required, and it will be simple to copy the records over into GovQA.

In the past few years, we have been receiving more public records requests for electronic records, however we were not tracking the volumes of records that were provided until recently. We now track data for public records in accordance with 2017 ESHB 1594 and its reporting requirements. While the number of public records requests has been increasing each year, we have noticed that the number of electronic records and scanned paper records we are producing has also increased. The number of electronic files produced are noted below:
1st Quarter 2018: 2,187
2nd Quarter 2018: 3,218

Due to the county's current decentralized methods for maintaining many paper and electronic records, there is no easy way to determine if all records are being maintained for their minimum retention period (Leading Practice #8) or if records are being destroyed when eligible (Leading Practice #9).

The county is currently in the process of researching and designing a new civic campus building that would bring 8 departments, currently housed in 4 different buildings, together into one new building. These 8 departments have significant amounts of paper records. In our preliminary design and cost estimating work, we have determined that a new building is very expensive per square foot and the county needs to develop alternative plans regarding its paper records because we cannot afford to build a new building to house the

current amount of paper records maintained by the 8 departments. Part of our plan includes considering options for off-site storage. However, to ensure that we will be able to efficiently respond to public records requests or to perform our primary service duties to the public, it will be more efficient to first scan, index and store electronic versions of the records into a centralized electronic repository before moving them to off-site storage. Also, there are most likely documents that we could actually dispose of and not have to move to off-site storage by following the state's scan and toss rules.

If the county had an enterprise document management system such as Laserfiche, it would provide the county with a tool to start us on the road towards records management best practices, as outlined in the Secretary of State's 10 Leading Practices.

The county needs to be able to efficiently scan and store paper records into a digital repository as well as store its electronic records in a centralized digital repository.

A document management system will provide a consistent and organized solution for managing records and responding to public records requests.

Department Heads in one department will be able to view appropriate records created by another department, for example employee records maintained in the Human Resources Department.

The county will be able to publish more records online thus helping citizens locate records without having to submit a public records request.

What hardware/software will be purchased and installed by May 31, 2019.
Laserfiche Avante for MS SQL Server and Laserfiche Avante Records Management Modules and associated database will be installed on San Juan County's existing hardware. The county's computer infrastructure has sufficient capacity to house and run the Laserfiche software. The county has received a quote from Cities Digital to perform the installation, training and service.

How many sections and staff in the agency will be able to use this hardware/software?
The purchase of the Laserfiche software will provide the county with a document management system that will be available to all 19 county departments. While the county is small, due to the cost of licenses and need for training on the use of the Laserfiche software, departments will need to determine the number of employees that will have the ability to work on documents in Laserfiche on an ongoing basis.   Additional licenses for access to use the software will be purchased as needed. It is anticipated that at least 2 employees per department will require licenses for working on documents in the system. In addition, many or most employees will have access to view the electronic records maintained in Laserfiche. Laserfiche has security settings so that access to specific types of records can be heavily restricted while other records can be set so that they can be viewed by the public.

During the initial implementation, the county has selected two county departments to serve in this pilot implementation based on the volume of public records requests, long-term benefits and need for multiple departments to access centralized records. The two pilot departments are:

1. Human Resources - Will scan and index each of the approximately 240 current employee's Human Resources paper files into the Laserfiche software. (There are a variety of individual paper records in a Personnel File of which the main records must be retained for six years after separation. However, any retirement/pension/DRS records must be maintained for 60 years after separation or 100 years after the employee's date of birth, or six years after beneficiary payment is completed, whichever is sooner.)

2. Department of Community Development (DCD) - Will take 1550 previously scanned (electronic files) shoreline permits, index them and upload them into Laserfiche. (Shoreline permits must be retained by the county for 15 years after the filing date and then transferred to the Washington State Archives for permanent retention.)

As the county increases its utilization of the Laserfiche software by increasing the storage of records, it may add different modules such as the Public Portal which would enhance the public's ability to search records for themselves which would alleviate the need for them to submit official public records requests to the county. While there are approximately 16,000 residents in the San Juan Islands, members of the public from around the United States and internationally could also want to view San Juan County records over the web. San Juan County has a significant percentage of 2nd homes to people whose primary residence is in a different part of Washington State, in another state or another country. San Juan County is also a popular wedding and vacation destination.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
The county has received a quote from Cities Digital for the purchase of the software, implementation and training therefore we are ready to enter into a contract with Cities Digital soon after notification of successful award of the Technology Tools grant. After the contract has been signed, the county will work with Cities Digital in late 2018 and begin installation and configuration of the software in early 2019. Training on the software for, at a minimum, the two pilot departments will take place soon after the installation and configuration. Prior to the training, the pilot departments will prepare their records and electronic files so that they can take advantage of their recent training and promptly begin their pilot work: scanning, indexing and managing their records. After the pilot project departments have completed their work, the pilot departments, Information Services and other appropriate staff will convene to discuss the process to determine which elements were successful (efficient and effective) and which elements need to be changed so that improvements can be made before the program and training is rolled out county-wide.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
The County IT department will establish the contract and work with Cities Digital. County IT and Cities Digital will work together to implement the Laserfiche software and Cities Digital will perform most of the initial training. After the initial implementation, subsequent training efforts will be performed by the county's IT department or within departments from experienced users to new users.

For the two pilot project departments:

1. Human Resources - They will be utilizing the services of a records scanning vendor to scan and index the employee file records into Laserfiche. Human Resources staff will review their work to ensure that the images are viewable and the indexing is accurate.

2. Department of Community Development - They will be utilizing DCD staff to index and upload the electronic Shoreline Permit files into Laserfiche.

Is your proposed choice of hardware/software the most cost-effective solution?
The county researched other document management options and determined that the Laserfiche Records Management program would meet the county's immediate and long-term needs for a very cost-effective enterprise document management solution. The Laserfiche software will also allow the county to grow the system in the future and allow the county to make records more available to the public on the web. The county will also work to integrate Laserfiche with other software that it already operates such as SharePoint and GovQA.

What improvements in response time to public records requests or records retention/management are expected?

As noted above, the county's records management processes are currently decentralized with each department capturing, maintaining and destroying their records based on their own procedures. The purchase of the Laserfiche software program (Secretary of State's Leading Practices # 3 - Tools Available) will provide San Juan County with the electronic infrastructure needed to allow the county to move towards significantly improved records management practices. This new infrastructure is the start of a large project for the county which will take time and a concerted effort to fully implement policies and procedures which ensure we are maintaining an efficient, effective and compliant records management program.

The implementation of Laserfiche will allow the county to easily determine if records are being maintained for their minimum retention period (Leading Practice #8) and make it easier to identify records that are eligible for destruction (Leading Practice #9).

The county will be able to publish more records online thus helping citizens locate records without having to submit public records requests. Based on the security setting capabilities within Laserfiche, county employees will be provided with appropriate access to records that will allow them to quickly provide information to members of the public in-person or over-the-phone alleviating potential future public records requests and providing prompt public service.

Over the past year, the county has been tracking data regarding the amount of time spent responding to each public records request. Each request is unique and we do not yet have enough data to give results for department's average time spent searching for public records. However, as the county scans, indexes and uploads departments records into a centralized electronic repository, the county's efforts for identifying records, obtaining records and responding to each public records request will be significantly reduced as the records will already be scanned and indexed and easily copied into GovQA.

As noted earlier, the county has recently examined the amount of paper files stored by 8 department that may be moving into a new building within the next 3 years. This exercise has reinforced the county's need to begin a concerted effort to take advantage of existing electronic repository software program for storing and retrieving records. The county will be able to reduce its storage of paper records by using the state's scan and toss procedures. The county cannot afford to continue to store so many paper records, whether in their current location, off-site storage or in a new, expensive building. Maintaining centralize electronic records is a required element to having an efficient records management process.

Laserfiche training is not just about learning how to use the technology. It will also teach employees records management principles and practices such as how to set appropriate security levels and retention periods for each type of record. This process will require that employees learn about and research the state's retention schedules.

What new procedures/training will be in place to make best use of the hardware/software going forward?

Cities Digital will provide the initial training to the county's Information Technology department, two pilot departments and as many other departments as are available and ready to receive the training. The county's initial purchase of the Laserfiche software includes 10 licenses so departments, other than the two pilot departments can begin to use the software right after receiving the training. The county will have determined who these departments will be prior to the implementation of the software in early 2019. After the initial implementation, subsequent training efforts will be performed by the county's IT department or within departments from experienced users to new users.

Having an electronic records tool such as Laserfiche will provide the county with the backbone needed to begin

to develop policies and procedures focused on building and maintaining a consistent, secured and compliant records management program. As needed, the county will reach out to the Washington State Archives during this process to help us ensure that we are creating a process that incorporates the state's Leading Practices and helps us avoid known pitfalls and difficulties in getting our program up and running.

What is your plan to cover any annual subscriptions/license fees going forward?
The purchase of an enterprise document management system is supported by the County Manager and County Council. Ongoing annual service and licensing costs will be included in the annual IT budget allocations as part our of regular budget process.

Amount Funded: $30,000

<u>**San Juan County Fire Protection District 4**</u>

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
As a rural and primarily volunteer small fire district, it is challenging to respond to public records requests in a timely fashion. We only have one part-time administrative staff-person available for processing public records requests. Complying with even a rudimentary records request causes drawn-out business disruptions. Usually, we can 'respond' to records requests within the five business days, as required in RCW 42.56.520. However, based on current hardware, file storage, software systems and staffing, we are challenged to resolve basic records requests within one week, if not longer. Currently, we are averaging one request for records per month. Examples of records requests include: medical, budgetary, operational, and other administrative records. If each request takes up to one business week to fully execute, this equates to a business function delay of up to 12 weeks of lost productivity per year. Having proper hardware and software can significantly decrease request execution time. Additionally, we are challenged by the following issues:

Electronic records are all on separate laptop computers, with records generated by individual users - none of which are currently inter-connected (no server). This creates additional records retention and management difficulty in having to search each independent laptop for the requested records, which is further dependent upon shift schedules and staff availability.

The electronic records "filing system" for each user/laptop is different since file storage naming conventions are dependent on the individual users. We will update and improve this process with new hardware and software.

Our emergency medical system (EMS) records are still in paper format, in contrast with the rest of the EMS agencies in San Juan County. Our medical program director is strongly encouraging our fire district change to an electronic healthcare records system. It will be a significant challenge to make the change without new, secure and appropriate hardware and software.

Numerous internal paper records or multiple email records are unnecessarily generated do to a lack of interconnected hardware, software and server capability.

Currently, Lopez Island Fire and EMS is committed to engaging with Lopez Island's local internet service provider (Rock Island Communications) to establish a remote and dedicated computer server for our electronic records management and retention. At the July 2018 Fire Commissioner meeting, commissioners approved funds to establish a dedicated secure-remote server, with local backup capability and associated software for

business functions and records retention. The Fire Commissioners have also committed to funding the necessary software programs for administrative and electronic medical records activities.

This grant application is requesting funds for the hardware needed to achieve our goals of reducing unnecessary records duplication and proper records retention and management as outlined in the Washington State Archives 10 Leading Practices. Of the ten leading practices this grant award will greatly help us improve in the following leading archive practice areas:

Tools Available - new hardware (grant funded) and storage & software (fire district funded)

Records are Organized - with new hardware, establish common naming conventions and electronic storage pathways, as well as future in-house scanning of paper documents.
Records are kept for Required Time Period - new file naming conventions which include a records retention scheme will help adhere to retention schedules.
Records are Destroyed/Transferred - New hardware, software and server storage will greatly enhance records retention and related archival processes.
Disaster Preparedness - one of the most critical improvements this grant award will bring to our fire district. All of our hardware is reaching end of service life and we are not backed up on a secure-remote server. This is key as a public safety agency. The fire district has committed to funding the server, software and subscriptions and licensing. However, we are financially challenged to fund the necessary hardware.

What hardware/software will be purchased and installed by May 31, 2019.
Hardware (grant funded):
5 Panasonic Toughbooks Tablets
1 Dell Latitude 5580 Laptop
6 laptop docking/workstations to accommodate the above listed Toughbooks and Dell Laptop, consisting of docking stations, monitors and standard accessories (mouse, speakers, keyboards, etc.)

Software/Server (Fire District Funded):
Virtualized MS Server and VLAN established through Rock Island Communications with associated installation, user setup, and ongoing support.
Microsoft Office 365 for Small Businesses.

How many sections and staff in the agency will be able to use this hardware/software?
All agency members with administrative or reporting responsibilities will be able to use the requested grant-funded hardware and district-funded software. This includes: the Fire Chief, Part-Time Administrative Assistant, Staff Duty Officers & Paramedics, Emergency Medical Technicians, and other designated support staff. This equates to a possible 10-16 members using 6 computer work stations in rotation. This represents an efficient distribution of computers to improve records management and retention.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
Project schedule start date is dependent upon grant award date. Given that we have already obtained soul-source quotes (WA State purchasing contract vendors), we have the following 6-month timeline plan:
Months 1: Place order and receive goods.
Months 2-3: Install hardware (and software), and establish connections to dedicated and backup servers. Our fire district has two members with career backgrounds in information technology who will work with vendors to set up the technology.
Months 2-4: Engage staff in training (or refresher training) on use of hardware, software and records retention schedules and records management processes. This will be performed in-house and with WA Archives staff,

when available.
Months 5-6: Report out to WA State Archives on progress and project status (and other reporting timelines as required by Archives).
Month 6: Grant closeout documentation and reporting submitted.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
Two members of Lopez Island Fire and EMS have significant Information Technology career backgrounds, including hardware and software installation, maintenance and repair. These members will engage with vendors and product providers to install and establish hardware and software components. We will seek training from WA Archives staff on records retention and management, either initial training for new users and/or refresher training for tenured members.

Is your proposed choice of hardware/software the most cost-effective solution?
Yes - Five of the six computers will be Panasonic Toughbook tablets with desktop docking stations for use by the Staff Duty Officers, reporting EMTs and the Fire Chief. The one remaining PC laptop will be at a single workstation (though maintain portability for disaster relocations) used by in-office administrative and support staff. The use of portable Toughbook tablets in the field and associated in-office docking stations provides for an extremely cost-effective and efficient solution to records management and retention for our agency. As a fire and emergency services agency, a significant amount of our administrative work occurs in the field at emergency medical or fire scenes. The following deployment model we outline below prevents a scenario where we would otherwise need to purchase almost double the number of computers (for both field and office) to address both our field records reporting needs as well as in-office administrative records needs. Field tablets (with in-office docking stations) will be assigned to the following six (6) positions or locations:
One to the Fire Chief's Office (or support designee).
One to each of the three staff-duty-officers (Paramedics).
One to the designated Emergency Medical Technician station duty desk.
One (non-tablet) PC laptop/docking station, assigned to the Administrative Staff Assistant (shared with designated support staff).

What improvements in response time to public records requests or records retention/management are expected?
As described in a previous section, usually, we can easily respond to records requests within the five business days, as required in RCW 42.56.520. However, based on current hardware, file storage, software systems and staffing, we are challenged to fully resolve basic records request within one week, if not longer. Currently, we are averaging one request for records per month. Examples of records requests include: medical, budgetary, operational, and other administrative records. If each request takes up to one business week to fully execute, this equates to a business function delay of up to 12 weeks of lost productivity per year.

Along with records retention training, having proper hardware, software, and the resulting efficiencies, we predict we can reduce records request responses to much less than one week, hopefully down to a 48-hour time frame.

What new procedures/training will be in place to make best use of the hardware/software going forward?
Part of our overall records retention and management plan is to engage the Washington State Archives staff in basic and/or advanced records management training. This training will be requested as soon as practical after new hardware and software is brought online and our staff has reviewed existing WA Archives online learning material.

In addition to initial retention and records training, we will design our retention and management system

around well communicated expectations on file naming conventions to include retention time frame schemes. We will create helpful 'cheat sheets' for each workstation denoting our established file naming and storage location conventions as well as the retention and disposition time frames.

We will also routinely update our retention schedules as necessary, based on WA Archives updates or schedule changes.

What is your plan to cover any annual subscriptions/license fees going forward?
The Fire District Board of Commissioners is committed to funding any subscription, licensing and maintenance costs associated with this new hardware, software and our implementation plan/program. As part of our ongoing support plan, we already have established annual technology funds accounted for within our budget process.

We recognize there will be ongoing costs associated with maintenance and per-user fees for: hardware maintenance-updating, software maintenance-updating, remote server per-user fees and annual subscription fees. As stated in a previous section, our fire district has two members with comprehensive information technology backgrounds in hardware and software maintenance, who we will engage to keep our hardware and software up to date.

Amount Funded: $28,100

San Juan County Public Hospital District #2

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
The SJCPHD#2 was formed in May 2017 and hired a 20 hour/week Superintendent in January 2018. The Superintendent is the sole employee of the District and, while a part time position, this makes the scope of responsibilities very broad. As the Chief Administrative Officer for the hospital district, the Superintendent is responsible for the management of monthly Board meetings, 3 active Board Committees and execution of the quarterly financial and quality reporting as set forth in 2 clinical services agreements. The Superintendent also serves as the District's Public Records Officer. As PRO, the Superintendent receives all public records requests and is responsible for administering the District's Records Management policy.

To-date, there has been no investment in a technology solution to ensure the District can continue to easily comply with the various public records requests and rigorous records management requirements. Over the course of the first six months of coming on Board, the Superintendent worked beyond the allocated FTE to ensure the District had an organized method to create, file and track all paper and electronic records. Understanding the importance of an organized approach, it was apparent the work couldn't be accomplished in the course of the normal business day. The commitment to upholding the highest standards of public administration led the Superintendent to schedule the District's first Accountability Audit within that first six months. The audit was completed in early July and the District received a very positive audit result. The Auditor was extremely complimentary of the Superintendent's organization, and gave the highest marks for ease of finding information both in the files as well as on the website.

The District has been able to operate in the current manual state when responding to public records requests, and the records retention and destruction efforts have been minimal due to the newness of the District. This has already started to change and there are growing concerns that it is becoming increasingly difficult to uphold the standards that have been set. The volume and complexity of records has increased, and the

Superintendent realizes we must leverage technology to keep up. This became evident during a recent public records request by a large labor union followed by a second request from a Seattle Times reporter. These massive requests are increasingly being sent to all Public Hospital Districts as the sensitivity around health care records has grown. Even though we are a small District, we get swept up in these extensive requests and must reply. Responding to such requests can easily eat up the 20 hours available in the week, leaving no time for the regular administration of the District and increasing the District's exposure to public records act violations.

In addition to managing public records requests, the ability to manage to the documents retention schedules is daunting. Having recently met with the representative from the State Archives office, who assisted in creating the District's Records Management policy, it's evident that the Superintendent will be unsuccessful in administering the policy without the support of a technology solution.

What hardware/software will be purchased and installed by May 31, 2019.
BoardDocs Pro is a state-of-the-art, cloud-based document management solution that was developed specifically for public governing bodies. It was developed in 2000 and is currently being used by tens of thousands of users nationwide and over 3,000 agencies. It provides a means of posting and storing agenda items, supporting documents and policies and procedures, making for quick and easy access. The technology improves governance by maintaining a searchable, legal and secure repository for all documents. It will also assist in assigning the appropriate length of time to retain the record and issue alerts when a record should be destroyed or sent to State Archives.

The software provides document archives and instant access for at least 20 years of information. It also provides the ability to perform searches against the full text of any document in the system- including attachments. The hosting environment us supported by technology partners who are regarded as the best-in-class. Application services are provided by clusters of Oracle/Sun servers, behind four F5 enterprise load-balancers that are connected to redundant, high-speed network connections. These clusters are hosted at three SSAE 16/SOC1 audited (formally SAS 70) dedicated hosting centers located in Denver, CO, Sterling, VA and Toronto, Canada. All feature emergency backup environmental systems for continuous, 24/7 operation. At each site, data is kept on dual, fully-redundant fiber arrays with redundant connections to all servers and independent copies of data are kept and stored on dual Raid 5+1 configured arrays at each site, so hardware failure is extremely unlikely.

How many sections and staff in the agency will be able to use this hardware/software?
The depth of experience with governmental agencies, ease of implementation, and customer focus is what makes this solution so attractive. Without an IT department to reply on, BoardDocs puts document management into the hands of the individuals who actually create and manage documents and they provide 24/7 support.

What is going to be so helpful for the District is the ability for not only the Superintendent and Commissioners to use the software, but the portal allows for administrative rights to be set such that any community member serving on one of the three Committees of the Board will also be able to utilize the portal to edit/access documents.

In addition to being a part-time PRO, I live on another island and all of my Board are retired and travel frequently to other homes. This creates an added level of complexity that is unique to the San Juan Islands and having the ability to access materials on multiple platforms without the need to install custom software or special end-user configurations is priceless.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
BoardDocs is a turn-key solution that includes all labor, materials, hosting, hardware, licensing, training, technical support, upgrades and documentation necessary to implement and maintain an effective electronic document management system. The implementation is quick and easy and the District need only provide internet-connected devices to access the service. BoardDocs will also easily customize to meet our unique protocols for document workflow and records management. In fact, they have already reviewed the CORE and PHD records retention schedules that the District's Records Management policy operates under.

The District will be assigned a dedicated Implementation Specialist and Technical Analyst to assist throughout the implementation phase. BoardDocs provides on-site training, user-friendly documentation, video tutorials, electronic manuals and online help for both staff and Commissioners. The company is committed to excellent customer service and provides 24-hour, live, US-based toll-free technical support at no additional charge.

Once approved, the Superintendent will begin working with BoardDocs to schedule a kick off implementation call and establish the training schedule. The training sessions during the implementation phase will be scheduled on two consecutive days and will consist of the following:

1. A 6-8 hour session with the Superintendent to publish an entire set of meeting materials and learn how to load and manage the data.
2. A 2 hour consultative session to explore the processes and workflows in preparing information to be managed by the solution.
3. A 2 hour session with the Board and Committee members where they learn how to access the information from any Internet-enabled location and how to participate in a meeting using BoardDocs Pro.

It is expected that the solution will up and running as we start fiscal year 2019, which is an ideal time as we will have adopted our budget in November and December is expected to be a slower month. It will be nice to start the new year with a new solution.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
As indicated above, there is very little that the Superintendent and Commissioners have to do other than attend one or more of the training sessions as listed above.

Is your proposed choice of hardware/software the most cost-effective solution?
We have reviewed two other similar solutions and we found the cost for the scope of services and expertise to be aligned across the board. It's also consistent with a more limited solution that didn't include the board book and meeting management component.

What improvements in response time to public records requests or records retention/management are expected?
We believe the ability to implement one comprehensive solution as compared to point solutions for responding to public records requests versus document management will provide substantial savings in both time and money. BoardDocs subscribers have consistently reported time-of-staff savings of up to 75%, with increased transparency and speed of responsiveness to stakeholder requests. As a one person staff for an active District office, having this type of technology and support is invaluable.

What new procedures/training will be in place to make best use of the hardware/software going forward?
In addition to the extensive training and onboarding outlined in the question above, the Superintendent will receive ongoing training and support from BoardDocs. The company will schedule all version upgrades in

advance and perform them only after approval by the District. Since BoardDocs is 100% web based, there is no need to manage software or install updates on workstations. This makes the continued management easy, and is an ideal solution for a small District with limited staff and technical expertise.

What is your plan to cover any annual subscriptions/license fees going forward?
We have built into our annual budget a technology allowance that will cover the ongoing cost of the BoardDocs Pro Plus management solution, which is Option 2 in the proposal.

Amount Funded: $13,000

San Juan County Public Hospital District #3

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
The SJCPHD#3 was formed in early May 2018 and a part-time Superintendent was hired in early July. The Superintendent is the only employee of the District. Since being sworn in, the Commissioners have been meeting weekly to establish the District infrastructure. This included: creating policies, agreements, resolutions, proposals and many other governing documents. They have formed 5 Committees all of whom have been working to secure financing, technology, legal and clinical services. The Finance Committee has been meeting with financial organizations to pursue financing alternatives, created a first year budget, arranged an interlocal loan with San Juan County, and purchased insurance. The Legal Committee hired lawyers and engaged in the search for Superintendent. The Negotiations Committee investigated benchmarks for medical services in a rural clinic setting, created a cooperative arrangement to share x-ray equipment between two medical clinics, interviewed members of the local community associated in some manner with the provision of primary and urgent care services on the island, and held numerous meetings with the two medical clinics on the island preparatory to negotiating agreements for the continued provision of medical services. From an administrative standpoint, the Technology Committee researched and purchased computer equipment and entered into a technology services agreement with a firm responsible for the storing of electronic documents, email and social media.

In addition to supporting the delivery of healthcare services, the District will be taking over the existing medical clinic. To that end, the Commissioners have investigated purchasing the building, identified numerous maintenance issues that need to be addressed, and secured bids to determine the cost of the necessary repairs. They are also in the process of developing a budget for the ongoing cost to run and maintain the building.

All of the activities listed above have resulted in the accumulation of a very large quantity of records and documents in just over two months. These documents need to be indexed, stored and managed as part of an overall Records Management policy. As the Chief Administrative Officer of the District, the half time Superintendent is solely responsible for supporting the Board and Committees. In addition, the Superintendent was appointed to serve as the District's Public Records Officer (PRO), which means it is also her responsibility to ensure adherence to the District's Public Records and Records Management policies. The former policy was adopted on July 3rd, and it is expected the draft Records Retention policy will be brought to the Board for action in August.

The District also adopted a Meetings policy, which is designed to promote the highest standards of governance in a public setting. In recognition of the public's interest in participating in the public process, the District is committed to full transparency. This includes the publishing of Agendas, Minutes, Resolutions, Policies and all

Agreements and documents under discussion on its website. Management of the website also falls within the scope of the Superintendent. Even with this level of commitment to transparency, the District receives regular public records requests in conjunction with every Board meeting. There are several very interested members of the public whose history with other public agencies suggests the volume and frequency of requests will continue. Having engaged with these individuals, the Superintendent has determined that she will have trouble tending to her duties if the pace at which public records are being requested continues. In fact, following discussions with the full-time Superintendent on San Juan island, who experienced a similar volume and had to bring on a full-time PRO, it is expected, in the absence of technology support, the time needed to respond to the volume of requests will likely require the addition of a part-time administrative assistant.

The District has not yet located an office to use for business purposes, and each of the 5 Commissioners maintain physical files in their homes. Since most of the Commissioners travel off island frequently, this makes access difficult and creates barriers to respond to public records requests in a timely fashion - leaving the Board at risk. In the current environment, the Superintendent has to query each Commissioner and have them search their documents to see if they have anything that is responsive to the request. This is very time consuming and not a good use of our limited resource.

If the District had a high power scanner, all current documents could be scanned and filed in the file structure within a few weeks. From there, the Superintendent would create an electronic records management system that would allow swift access to all of documents. The scanned documents would be stored with our technology provider and administered in line with the CORE and PHD records retention schedules, as referenced in the District Records Management policy and created by State Archives. Electronic records would be destroyed or archived rather than remaining in paper form and stored in an off-site storage facility. Going forward, the scanner would be used to scan all new documents received or created by the District. Scanned documents are not subject to the same risk of deterioration that paper documents face. Storing them in the cloud with our technology provider means that they would also be safe from flood, fire and other similar hazards.

What hardware/software will be purchased and installed by May 31, 2019.
The District plans to purchase the Brother ImageCenter ADS-3600W, including a self-inking "scanned" stamp, by the start of Q'4 to coincide with the fiscal year 2019 budget preparations. If the District has not yet secured an office, the scanner will be set up in the home office of the Superintendent since she has overall responsibility for documents management and serves as the PRO.

This particular scanner comes very highly rated and allows for scanning of unlimited pages into a single file. The software automatically examines scanned materials and applies the appropriate image correction settings for optimal scan results. It also provides a wide-range of security features, advanced PDF editing, and desktop document management programs to enable documents to be tagged with their expected lifetime. This not only supports the public records request process but, equally important, enables the easy identification of documents according to the appropriate retention schedule, per State Archives.

How many sections and staff in the agency will be able to use this hardware/software?
The half-time Superintendent is the only employee of the District and will maintain responsibility for all documents management. Should she enlist the services of an intern, that person will be fully trained on the records management policy and scanner technology. In addition, the Board Secretary will be trained on how to operate the scanner as a back-up should the Superintendent be unavailable.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?

The Superintendent has reviewed the online instruction guide and has determined that the set-up of the scanner can be accomplished easily. Once the scanner is acquired, the installation and set-up will be handled by the Superintendent within the same day as delivery. This allows the equipment to be put into immediate use and begin adding value.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.

The Superintendent will handle the purchase, set-up and ongoing preventive maintenance of the scanner. The scanner will enable all documents to be safely and efficiently retained, destroyed or archived in alignment with the District's Records Management policy. It will not require any additional work and will create a more efficient workflow to get documents to their proper place. The District's technology vendor will also work with the Superintendent to maximize interface with their cloud-based records storage.

Is your proposed choice of hardware/software the most cost-effective solution?

Yes - the alternative to the scanner is to acquire numerous filing cabinets, shelving and storage boxes to accommodate paper records. This would not only require a larger office but would require a manual process to address public records requests and records management. The volume of requests and materials created in the course of business makes it impossible for the part-time Superintendent to be successful in her role. Adhering to the Meetings, Public Records and Records Management policies could not be accomplished with only one part-time staff member, so additional staffing costs would be incurred in the absence of this machinery. Eliminating the need to invest in a large number of filing cabinets, shelving and storage boxes is a significant cost savings, now and in the future. It would also mean that the office space used by the District could be smaller, saving the District money in lease costs. Finally, having documents stored electronically facilitates the transfer of archived documents to the State Archives and ensures the integrity of the documents.

What improvements in response time to public records requests or records retention/management are expected?

Rather than having to query all Commissioners about documents and wait for their reply, having electronic documents allows our technology services provider to conduct a search quickly and easily. This frees up time of the Superintendent to handle other responsibilities and expedites the response to public records requests within the time frame set forth in the Public Records policy. The ability to tag documents based on their disposition requirements also ensures adherence to the Records Management policy.

The District would like to keep administrative overhead to a minimum which helps keep the impact on property tax at a minimum. While a comparable PHD on San Juan island has two full-time staff, the SJCPHD#3 is attempting to conduct business with one half-time employee. In order to accomplish this ambitious goal, it's essential that the District provide the Superintendent with state of the art technology which can take the place of additional staff.

What new procedures/training will be in place to make best use of the hardware/software going forward?

The Records Management policy outlines the District's responsibilities in regard to retention and destruction of both paper and electronic records. The user guide for the scanner is sufficient to educate the Superintendent of the installation and operation procedures to successfully utilize the scanner. The technology vendor will work with the Superintendent to establish a workflow to ensure electronic documents are easily maintained within the scope of their services.

What is your plan to cover any annual subscriptions/license fees going forward?

This is a one-time cost with no requirement for ongoing subscriptions or licensing fees. The District has included a small allowance in the operating budget to account for future maintenance expenses. The contract with the technology vendor also allows for support as it pertains to transfer and maintenance of electronic

files. Finally, the Technology Committee will oversee and advised as any future issues arise specific to the scanner.

Amount Funded: $1,200

<u>**Sedro-Woolley, City of**</u>

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
We recently implemented Smarsh archiving for our social media, email, text messaging and website. We also started using the GovQA portal for managing public records requests and compliance. What we are missing is an Enterprise Content Management System (ECMS). Of the 348 public records requests that we have received since January 1, 2018, over 99% of them have been for Public Safety (Police/Fire) and the remainder spread out among Building, Planning, Public Works, Engineering and Finance. The average time to close a records request is just under 12 business hours. Of the requests started by citizens within our portal, almost 40% were deflected to existing readily-available content that we have already digitized and made available to the public through GovQA, our own website, or documents we have transferred to Washington State Archives.

Currently, each department controls whether or not and how their documents are digitized and stored on our file servers. This results in inconsistencies that make it cumbersome to respond to records requests in a timely manner. Retention periods are not centrally enforced, file formats are not uniform and most documents are not stored with adequate metadata or an Object Character Recognition (OCR) component. Files are scanned on older multifunction business machines in varying file formats, resolution and quality. Documents are difficult to locate and are sometimes deleted before their required retention period ends. Even more documents are maintained long after their required retention period, making searches even more tedious.

We believe that scanning and organizing our documents into an ECMS would decrease response times by simplifying the search process, by increasing the number of requests averted through deflection and by ensuring that documents are kept or purged based on their required retention schedule.

What hardware/software will be purchased and installed by May 31, 2019.
We would like to implement an ECMS pilot project consisting of a dedicated high-quality, high-speed document scanner with OCR, ECMS software and redundant Network Attached Storage (NAS) appliances. The scanner would be centrally located at City Hall, the software would be accessible from any workstation on our Local Area Network (LAN) and the NAS appliances would be located in our Data Center and Offsite Data Center.

The City requests grant funding to cover the ECMS software plus all or part of the cost to purchase the document scanner. As an alternative, we could lease the document scanner for as low as $163.78 per month. The entire cost of the NAS appliances would be born by the City so is not included in the budget portion of this grant application.

How many sections and staff in the agency will be able to use this hardware/software?
The ECMS pilot project will be administered by IT and used by five (5) key trained operators from the following organizational units: Admin, Finance, Planning/Building, Engineering/Public Works and Public Safety.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
October/November/December 2018 - Procure, Install and Configure Hardware and Software
January/February 2019 - Administrator and Staff Training
February/March 2109 - Go Live

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
Other than vendor assistance with installation, configuration and training, all work will be completed by existing City full-time staff.

Is your proposed choice of hardware/software the most cost-effective solution?
Yes, we believe that it is the most cost-effective way of capturing documents as they are received or created by staff, for easy management, search and retrieval. With an up-front cost of roughly $25000 for software and $7400 for scanning hardware, and an annual maintenance fee of about $3000, this proposal will cost much less than the staff and/or contractor time it would take to build our own system. Of the solutions we have looked at, Docuware has the features we want and the proven track record that we require.

What improvements in response time to public records requests or records retention/management are expected?
With a centralized ECMS, we will be able to search for documents more easily and efficiently. Records retention will be managed better so that documents that do not need to be kept are not retained, and that will speed up searches. Integrating ECMS with our existing Enterprise Resource Planning (ERP) system, Customer Relationship Management (CRM) system and Corporate Email system will further reduce time spent searching and the potential for errors, while also helping us get more productivity from these existing systems.

On average, about 60% of staff time is spent working on our organization's records and documents in some way. We believe a centralized ECMS will improve productivity when dealing with creation, storage, archiving, distribution and transfer of content. Case studies referenced by Xerox Corporation have shown a reduction in document search time by up to 80%. If we assumed a 50% reduction in search times for all public records requests to date for the current year, and an average hourly wage/benefit cost of $20 per hour, we would have saved roughly $48,000.00 in staff costs (and it's only July).

What new procedures/training will be in place to make best use of the hardware/software going forward?
We will provide documentation of standard operating procedures and annual training on the ECMS.
What is your plan to cover any annual subscriptions/license fees going forward?
Any annual subscription, license or maintenance fees will be budgeted for by the IT Department. As part of a broader funding plan, the City will raise additional revenues through fee increases.

Amount Funded: $30,000

<u>**Sequim, City of**</u>

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
The ability to respond quickly to Public Records Requests is a vital part of a good records management program. The use of technology is a major step in improving our processes related to Public Records Requests.

The purchase of GovQA would assist greatly in tracking JLARC requirements, reduce the amount of staff time required to document the time involved, the time involved to document the records being provided, as well as increase customer satisfaction by making documents more easily accessible, especially those records that have previously been requested.

We currently maintain our Public Records Request log on an Excel spreadsheet. This makes our process very time consuming and slow. Additionally, those assisting with records requests occasionally need to be reminded to enter the appropriate information. Tracking the time and entering the required data manually is time consuming. With the use of GovQA, we anticipate reducing our data entry time by 40%. Due to duplicative requests, our PRA response time is estimated to be reduced by 25%.

In 2016 we processed 337 records requests. These requests continue to increase. From January through July, we have already processed 220 records requests resulting in 189.6 hours of staff time. With the use of GovQA, we anticipate staff time involved in data entry to be reduced by 40% because of duplicative requests and the amount of staff time involved in documenting the time involved and the responsive records.

Continuous improvement is one the City's organizational values. Continuous improvement in responding to records requests requires the use of technology to improve processes, and track metrics, such as responding to records requests, which is a major component in our records management plan. The City of Sequim staff has been working for several years to improve the retention, destruction and/or archiving of its records.

Through the use of staff and volunteers many of our archival/permanent records have been digitized and are currently stored in our ECM (Laserfiche) with the hard copies being destroyed or transferred to the regional archives.

Our current records management project, Operation RECMAN, was developed to destroy documents that have met their retention and archive those records with archival or historical value. This project will be completed by the end of 2019. This has resulted in our stores of paper records being inventoried, and goals and timelines being developed for the proper disposition of the records, with benchmarks along the way so we know if we are on target for completing migration of paper to digital records by the end of 2019.

Since March 2018 we have destroyed 65,182 pieces of paper, transferred 17 boxes to the state archives with 10 more waiting to go.

As part of our records management program, a Steering Committee was created to monitor the progress on the work plan developed for the records management program.
A Project Team has also been created to report on the progress of their records management efforts, such as destruction, archiving, and review of the records management manual so it stays current.

The City Council adopted an updated Public Records Disclosure Policy and Public Records Act Compliance Policy in 2017. Improving our public records requests process is a component of the policy and Operation RECMAN.

What hardware/software will be purchased and installed by May 31, 2019.
GovQA is the software we wish to purchase.

How many sections and staff in the agency will be able to use this hardware/software?
All staff would be able to use this software upon the creation of an account. However, any of our staff responsible for responding to public records requests or providing documents to fulfill those requests receives the most benefit.

Those who currently respond to PRA requests include the City Clerk, the Legal Assistant, Public Works Admin Assistant, Community Development Admin Assistant, and three records clerks in the Police Department. At a minimum, there are 34 others in the City who may provide documents to fulfill a request. These include DCD (3), Public Works (7), Finance (5), and Police Department (19).

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
Once we are awarded the grant, a contract would be executed with GovQA and training scheduled as soon as possible. The software would be installed and usage would begin within 90 days of contract execution. We anticipate staff would be trained and ready to utilize GovQA within three months of contracting.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
One-Time Implementation Service which includes project management, workflow configuration, deployment and training
Document Redaction License (there are currently 2 of us who are responsible for redactions).
Advanced Document Search
Invoicing Module
Online Payment Connector
Fortress Deployment (CJIS/HIPAA Compliance)
Annual subscription
City staff will work with the vendor to customize the program so that it meets our needs. The City Clerk will work with the vendor to develop and implement the training schedule.
Once the system is operational, the City Clerk will train new staff members as part of the onboarding process. Refresher training will be provided by the City Clerk as the need arises.

Is your proposed choice of hardware/software the most cost-effective solution?
GovQA is the most cost-effective solution for Sequim because it is the program that provides the services and capabilities that meet our needs. The advantages of this program include:

The ability of the public to submit, view and track requests. If a similar document has been requested by someone previously, it will direct the requester to that request which will eliminate the need to submit a new request, thereby reducing staff involvement and tracking and providing a good experience for the requester.

There is no size limitation on documents that are uploaded. (We currently use Dropbox for a large number of documents because the files are too large for some email accounts. This can be a time consuming process. The requester may not open the link before it expires, requiring additional staff time to obtain access for the requester.)

Continuous compliance with changes to state laws.

Redaction is much more efficient and effective as the program automatically searches for similar information throughout the document.

The ability to be proactive if a major event occurs. Documents that may be of interest in a major event can be uploaded and available immediately for all users.

Additionally, the City Clerk attended a recent MRSC workshop where the question was asked as to which software agencies were using. GovQA was the most widely-used program.

What improvements in response time to public records requests or records retention/management are expected?
We anticipate that response time will be reduced by 25-40% for several reasons:
Staff will avoid having to manually track and enter the time required to process a request. The software will figure that out.
It will reduce response time involved because if a record has previously been requested, the document will be provided to a requester immediately since the document will already be available in the system.
Additional improvements and time savers include the ability of the software to track the JLARC requirements and the ability to choose exemptions from a drop down menu without having to search through our exemption logs. This will save a considerable amount of time for both the City and the requester.

What new procedures/training will be in place to make best use of the hardware/software going forward?
Written procedures will be developed outlining how the city will use the software to respond to PRA requests. These will be shared with the various departments and their staff involved in providing documents for a records request. This training will also be provided as part of a new employee orientation.

What is your plan to cover any annual subscriptions/license fees going forward?
The costs will be included in the annual budget. The annual costs for the subscription services and modules will be $11,900.

Amount Funded: $13,100

Thurston County Prosecuting Attorney's Office

How is not having the specific hardware/software impacting your agency's ability to respond to public records requests in a timely manner or capture, retain and manage records for their minimum retention period?
The Thurston County Prosecuting Attorney's Office is applying for funds up to $30,000 towards the purchase of GovQA Public Records Management Software. The software would work County-wide and utilizes workflow, reporting, and payment technologies to maintain compliance with the Public Records Act, save resources, and collect fees. Without this software, the County's ability to respond to public records in a timely manner is continually stressed and its exposure to liability increases, because the County has no central public records management software or system for responding to public records request. With potential penalties of $100 per day per record, it is more cost-effective for the County to take steps to mitigate risk than to do nothing and continue as-is. For these reasons, the County Commissioners, County Auditor, and County Sheriff have provided letters of support for the grant application being submitted.

Thurston County's government is an amalgam of distinct offices and departments led by 21 elected officials and 10 appointed department directors. The County received approximately 3,000 public records requests in 2017. The County currently has 25 public records coordinators independently overseeing the public record responses for their respective department or office.

Currently records coordinators in each office and department use a cobbled-together system of software programs and methods to receive, log, respond to, and track public records requests. For example, a records coordinator in a department may use SharePoint to comply with the statutory log requirement of RCW 40.14.026, Microsoft Excel to track the status of requests and monitor deadlines, Microsoft Word to create correspondence and to keep notes about the request/response, Microsoft Outlook to communicate with the requester, Adobe Pro to redact records, and Laserfiche to store the records and the response in accordance with the applicable retention schedule. This system is inefficient and relies on manual data entry and manual

tracking of the request/response. Simply logging a request and setting up the file structure for the records to be stored once gathered is estimated to take roughly 6-10 minutes per request.

Each time an action is taken to respond to a record request the records coordinator interacts with multiple software programs and often makes duplicate notations. For example, a records coordinator may create a letter in Microsoft Word indicating that a request is closed. The letter is then attached to an email and sent to the requester. The request is marked as completed in the SharePoint log, and notes about the response are inputted into the department's internal Microsoft Excel spreadsheet. With GovQA, these actions could all be completed in one software program, and many of the tracking functions would be automated and would no longer require manual data entry.

As a result of these inefficiencies in the current system, the County's response time is slower and the risk of a missed or untimely response is heightened. Further, the system of responding is not consistent across offices and departments. Department records coordinators have many other responsibilities and this unpredictable patchwork of methods can often result in confusion. The County expends a great amount of staff resources managing and responding to public records requests; records staff with the County Sheriff's Office alone are estimated to spend over 750 hours per year on functions which would be nearly entirely automated by GovQA.

With GovQA public records management software, the County can automate many of the manual data entry functions being performed, and can centralize receipt, fulfillment, and tracking of public records requests. This would improve the speed and consistency of responses, and reduce the likelihood of a substandard response. Since Thurston County receives roughly 3,000 requests a year, even a small amount of time savings per request would have a significant impact on County staff.

Additionally, GovQA includes functionality to invoice and receive payment for public records through the web-based portal. The County currently relies on a manual billing process which makes the payment process burdensome for both County staff and requesters.

What hardware/software will be purchased and installed by May 31, 2019.
Thurston County would purchase and implement GovQA Public Records Management System by May 31, 2019. Although this application is being submitted by the Prosecuting Attorney's Office, the software would serve as a County-wide public records management system. The quote received from the vendor is based on County-wide implementation of GovQA. The software would allow records coordinators in every office and department to track incoming requests, monitor responses, and produce records to requesters. GovQA features an internet-based portal where requesters can submit records requests, track the response, view past requests submitted by other requesters, and receive records.

How many sections and staff in the agency will be able to use this hardware/software?
This software would be implemented and used County-wide. Although this application is being submitted by the Prosecuting Attorney's Office, the software application would be for the benefit of every single Thurston County office and department. Thurston County's government consists of many distinct offices and departments led by 21 elected officials and 10 appointed department directors.

What is the basic plan/project schedule to purchase, install, roll-out and train staff in using this new hardware/software?
Once funding is secured, the County can enter into a contract with GovQA and begin the implementation and roll-out process. The County's Information Technology staff would work with the vendor to build and execute a project plan for implementation. The project plan would include a period of time to customize the software to suit Thurston County's specific business needs and time to train records coordinators on how to use the

software. The vendor has indicated that the software can typically be fully implemented by an agency and "go live" within 120 days of contract signing. The County I.T. manager has estimated a time range of 3-6 months for full implementation.

List the type of work to be carried out by agency staff, temporary staff, vendors, consultants and Archives staff.
As part of the implementation process, the County's information technology staff would coordinate with the vendor to customize certain aspects of the software. This would likely also involve input from the County's various records coordinators to make sure the software would meet their business needs. Once that stage is complete but before the software "goes live" the vendor would work with County staff to train the records coordinators on use of the software. It is not anticipated that involvement from temporary staff, consultants, or Archives staff would be necessary.

Once the software is fully implemented, County staff who serve as records coordinators in each office or department would be the primary users of the software. However, other County staff who may be the custodians of responsive records would have the ability to upload the records to GovQA, for later production to the requester by the records coordinator.

Is your proposed choice of hardware/software the most cost-effective solution?
Yes, purchasing GovQA public records management software is the most cost-effective solution for the County. This particular program has been purchased by many other government agencies and the benefits to creating a centralized and uniform system for responding to public records requests have been widely recognized.

The County expends a great amount of staff resources managing and responding to public records requests; records staff with the County Sheriff's Office alone are estimated to spend over 750 hours per year on functions which would be nearly entirely automated by GovQA.

In addition to assisting with responses to public records requests, the software also has the ability to track and calculate much of the data required for reporting to the Joint Legislative Audit and Review Committee (JLARC) pursuant to RCW 40.14.026. The County recently completed its data reporting without the benefit of public records management software, and over 60 hours of staff time were spent on analyzing and calculating data which the software would have tracked.

If the County does not purchase software and continues to operate through a de-centralized, cobbled-together system of responding, it risks both wasting significant staff time and resources, but also potential liability resulting from a finding that the County has violated the Public Records Act. With potential penalties of $100 per day per record, it is more cost-effective for the County to take steps to mitigate risk than to do nothing and continue as-is.

What improvements in response time to public records requests or records retention/management are expected?
Staff have estimated that merely manually entering data to satisfy the statutory log requirement and creating an electronic file folder structure to store the responsive records takes approximately six to ten minutes per request. With GovQA, for all requests received directly through the portal both of these functions would be entirely automated. Although not all requests will come directly to the portal, this would still result in significant savings of staff time. For example, Thurston County receives approximately 3,000 requests per year. At six to 10 minutes per request, staff are spending at a minimum approximately 300 hours per year initially logging the request and creating the location for storing records associated with the request. This is staff time which instead would be used to gather and produce records to the requester.

Additionally, by reducing the number of software programs involved in responding to a records request, records coordinators would be better able to quickly and efficiently respond to requests.

GovQA also allows requesters to search and review previous records requests submitted to the County by others, and to view the County's responses. This would both improve transparency and potentially reduce the number of requests submitted.

What new procedures/training will be in place to make best use of the hardware/software going forward?
There currently is no County-wide centralized system or process for responding to public records requests; each office and department uses varying methods to track deadlines and responses to records requests, to store information about the request and the records provided, and to produce the records to the requester. With the implementation of GovQA would come a much-needed centralized and uniform process across the County. Staff would receive training about how to use the software and the functions it can perform. GovQA would be used as a central intake point and log for records requests. Deadlines would be tracked and automated reminders would be sent through the software. Notes about the request and the records would both be stored together through the software. Where possible, records would be produced through the GovQA portal. This uniformity and centralization would reduce confusion and increase transparency for requesters. It would reduce the risk of an untimely or substandard response to a request.

What is your plan to cover any annual subscriptions/license fees going forward?
Based on the most recent quote obtained on June 26, 2018, GovQA would cost Thurston County roughly $42,000 for implementation (including the first year of annual subscription costs). In future years, there is an ongoing annual subscription cost of $23,817 for GovQA software. This is a software program which would benefit not only the Thurston County Prosecuting Attorney's Office, but every Thurston County office and department. The County anticipates that the difference between the grant amount and the first-year implementation costs, as well as the ongoing subscription cost in future years, would be met in the same manner as costs for other enterprise-wide systems; the County would allocate the costs proportionately among County offices and departments via internal services rates.

Amount Funded: $30,000