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Re: Grand Jury Report: *Marin's Software Saga Continues – But Is There MERIT in ATOM?*

Hi Matthew,

A number of jurors from the 2012-13 Grand Jury have created an independent citizens' committee, entitled the "Internal Review Group" (IRG). The IRG proposes to assess the publicly available responses to each of last year's reports to determine if they have met the state statute requirements, and if respondents are implementing those recommendations they agreed to implement. When appropriate, the IRG may further attempt to evaluate the expected impact, pro or con, on the community of these follow-up steps by the respondents. All of the IRG's findings, as well as suggested next steps, will be turned over to this year's Grand Jury for their review and possible further action.

In this context we would like to ask for clarification on the County's responses to several recommendations in the Grand Jury report, *Marin's Software Saga Continues*, published on June 10, 2012:

Report Recommendation 2: The BOS elevate the current Project Manager role to senior, full-time Project Manager status reporting to the Project Directors and having responsibility for all project operations.

County's Response: This recommendation has not been implemented but will be in the future. If the Board approves going forward with the systems implementation, the project manager will have functional authority over the project team and its operation consistent with Project Management Institute Standards for a strong matrix framework

Clarification Needed: According to the penal code 933.05(c), a response indicating future implementation of a recommendation must have a "time frame" for that implementation. Could you provide a time frame for the implementation of this recommendation?

Report Recommendation 3: The BOS advise the CA, IST Director, and PM to develop a comprehensive project plan and change management plan for ATOM in accordance with PMI standards.

County's Response: This recommendation has not been implemented but will be implemented in the future. A comprehensive project plan and formalized change management plan is being developed for systems implementation. Project planning

and change management activities have been occurring with each phase of this project to date.

Clarification Needed: Could you provide a time frame for the implementation of this recommendation?

Report Recommendation 4: The BOS establish a schedule of regular briefings at which the ATOM Project Directors and the Project Manager present a progress summary (dashboard) for all major facets of the project.

County's Response: This recommendation has not been implemented but will be implemented in the future. The Board subcommittee receives regular briefings as does the Board at major project milestones. This will continue with dashboard summaries for all facets of the project

Clarification Needed: Could you provide a time frame for the implementation of this recommendation?

Recommendation 5: The BOS reduce Marin's reliance on outside consultants and hire outside consultants only when the requesting department can fully demonstrate the lack of that expertise within the department.

Response: This recommendation requires further analysis. The Administrative Services Departments (CAO, HR, IST, and DOF) are striving to use staff before contracting with outside consultants. Nonetheless, the project will need some level of outside consultants for both expertise and short-term staffing needs, as the County's workforce has decreased by 12% in the past 4 years. To learn lessons from the MERIT implementation, even as we utilize consultants, we need to ensure that the project remains driven by staff, and the County staff develops the expertise to run the system independently. In some instances, it would be short-sighted and more costly to hire permanent County staff with long-term benefits obligations for a three-year project.

Clarification Needed: According to the penal code 933.05(c), a response indicating future analysis must have "an explanation and the scope and parameters of an analysis or study and a time frame for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. The time frame shall not exceed six months from the date of the publication of the Grand Jury report. Could you provide the scope of the proposed analysis, the time frame for the analysis, and the person / agency responsible to complete?"

Report Recommendation 6: The BOS require departments requesting outside consultants to use the contract with the consultant to acquire the missing expertise, unless the scope of the consulting is unique and limited.

County's Response: This recommendation requires further analysis. Our bottom line is that we want to deliver a successful project implementation we will not be successful if we are dependent on consultants. At the same time, we will not be

successful if we are not able to utilize consultants when circumstances and project success require it.

Clarification Needed: Could you provide the scope of the proposed analysis, the time frame for the analysis, and the person / agency responsible to complete?