



## Travis County Commissioners Court Agenda Request

**Meeting Date:** January 17, 2012

**Prepared By/Phone Number:** Lori Clyde/854-4205

**Elected/Appointed Official/Dept. Head:** Cyd Grimes

**Commissioners Court Sponsor:** Commissioners Eckhardt and Huber

**Agenda Language:** Receive Update from Purchasing Agent on IT Assessment and CIO Transition Services, RFS # S110195-LC.

- A) Project and Evaluation Process
- B) Appointment of Project Facilitator and Appointment of OPT (Operational Planning Team) as Oversight Management Team supporting the Project Facilitator

### Ø Purchasing Recommendation and Comments:

A) Commissioners Court created the County IT Advisory Board on November 16, 2010. Board Members appointed were County Auditor, County Purchasing Agent, and Executive Managers for Justice and Public Safety, Information Technology Services, Planning and Budget, Emergency Services and three external community members with expertise in IT.

The Board was charged to implement a cohesive technology services department composed of Information Technology, Records Management and Media Services to streamline technology services, improve communications and otherwise assist Travis County to better manage mission critical and day-to-day activities.

On March 15, 2011 Commissioners Court received a briefing from the IT Advisory Board. In May, 2011, at the request of the Advisory Board, Purchasing prepared a Request for Services for a Change Agent-CIO for the Change Management Program and sent to the Board members for review. After much discussion, it was suggested and agreed that the process should focus on identifying candidates through recommendations from the External Board. The External Board

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members were charged with providing candidate recommendations to the Internal Advisory Board for consideration of the Change Agent-CIO position. Several resumes were received. During September/October, the IT Advisory Board interviewed two candidates and recommended the search continue via a formal procurement process for a combined solicitation for a firm to perform the IT Assessment, act as the Change Manager, possibly assist with the search for the new IT County Executive and with the CIO Transition Services.

The solicitation was issued October 21, 2011. A Pre-Proposal conference was held November 7, 2011 and twenty-one vendors participated. Thirteen (13) responses were received December 6, 2011. The Evaluation Committee comprised of representatives from County Clerk, District Clerk, ITS, Sheriff's Office, Courts, Commissioner's Office, Justice and Public Safety and two external Board members received copies for review on December 6<sup>th</sup>. The Evaluation Committee has evaluated the written responses and submitted their individual scores January 9, 2012. Once the written scores are finalized, the Purchasing Agent proposes that the top ranked firms be further evaluated and interviewed by the OPT. After interviews and discussions with the top firms, the OPT will make a recommendation on the top firm to present to the Court for contract award.

B) The Purchasing Agent request that the Court appoint a Project Facilitator (Project Manager) for this county-wide project. The Interim County Executive for Planning and Budget, Leroy Nellis, has volunteered to lead this project with the support of the OPT team. The OPT team consists of all the Commissioners Court County Executives (PBO, TNR, IT, EMS, CJP, HHS) and the County Auditor and Purchasing Agent. The OPT team has agreed to assist Leroy in this mission critical project. The Court's Sub-Committee, Commissioners Eckhardt and Huber, will meet with the OPT team January 19<sup>th</sup>, to further discuss the project and give the team further direction on the Scope of Services.

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**NOTE: PARTS II, III, AND IV, ALONG WITH THE PROPOSER'S PROPOSAL, AND ANY DEVIATION TO WHICH TRAVIS COUNTY HAS AGREED, IN WRITING, WILL BECOME THE CONTRACT.**

## **PART II - SPECIFIC REQUIREMENTS**

### **1.0 SCOPE OF SERVICE:**

The purpose of this Request for Services ("RFS") is to hire a firm to provide IT Assessment and CIO Transition Services to include: 1) an assessment of IT personnel, processes, standards, architecture, and technologies against current and future needs; 2) drive recommended changes identified from the assessment intended to modernize and optimize IT functions so they are optimally aligned with the needs of the County (including internal as well as external users and constituents); and 3) assist in developing qualifications for and the hiring of a new County Executive of Information Technology Services. This project will be conducted in Phases.

### **2.0 REQUIREMENTS:**

#### **2.1 Phase 1: Evaluate Current State of IT**

- 2.1.1 Establish current understanding of IT Organizations, functional breadth of responsibilities of current County infrastructure and supported applications.
- 2.1.2 Identify high-level and desired future state of county IT.
- 2.1.3 Develop high-level roadmap that prioritizes tasks in order of importance with reasonable timeframes for desired outcome.
- 2.1.4 Develop and propose plan for change management criteria that County Leadership can support.
- 2.1.5 Identify and document key success factors for the change management tasks.

#### **2.2 Phase 2: Assessment tasks**

- 2.2.1 Lead technology team during the interim period.
- 2.2.2 Assess current technology team.
- 2.2.3 Execute against the Interim change plan identified above.
- 2.2.4 Formulate profile elements for consideration during the search for IT County Executive.
- 2.2.5 Perform an assessment of Information & Technology functions throughout the County.
- 2.2.6 Prepare the IT staff for the new IT County Executive.
- 2.2.7 Cast IT transformation vision for user departments.
- 2.2.8 Identify critical elements of competence and experience for the new IT County Executive.

#### **2.3 Phase 3: Search for new IT County Executive**

- 2.3.1 Document the County leadership's desired qualifications and scope of search (in-house, state, national).
- 2.3.2 Assist with preparation of job description.
- 2.3.3 Preliminary vetting of resumes.
- 2.3.4 Propose candidates for a short-list.
- 2.3.5 Participate appropriately in interviews.
- 2.3.6 Make observations and recommendations of candidates as desired by the County.
- 2.3.7 Reduce level of effort of County for search.
- 2.3.8 Optimize the selection effort.

- 2.4 **Phase 4: Transition Roadmap Tasks to new IT County Executive**
  - 2.4.1 High-level IT tasks prioritized to reach desired, future state IT.
  - 2.4.2 Assist IT County Executive in transition.
  - 2.4.3 Assist in task completion.
  - 2.4.4 Successful transition to new IT County Executive.