



## Travis County Commissioners Court Agenda Request

**Meeting Date:** June 5, 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 on RFS #110195-LC, ITS Assessment and CIO Transition Services, and take appropriate action:

- a) Change in RFS Scope of Work;
- b) Approve Exemption Order to Contract with a Recruitment Firm to Provide Interim CIO; and
- c) Any other related issues.

➤ **Purchasing Recommendation and Comments:**

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 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 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, 2011, the IT Advisory Board interviewed two candidates and recommended the search continue via a formal procurement process for

AGENDA REQUEST DEADLINE: All agenda requests and supporting materials must be submitted as a pdf to Cheryl Aker in the County Judge's office, [Cheryl.Aker@co.travis.tx.us](mailto:Cheryl.Aker@co.travis.tx.us) by Tuesdays at 5:00 p.m. for the next week's meeting.

a combined solicitation for a firm to perform the IT Assessment, act as the Change Manager, 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 6th. The Evaluation Committee evaluated the written responses and submitted their individual scores January 9, 2012. Once the written scores were finalized, the OPT requested that they be allowed to further evaluate the proposals. So, the OPT team evaluated the top 5 firms and the top 3 were interviewed. PTI was the highest ranked firm both times.

On January 17, 2012, The Purchasing Agent requested that the Court appoint a Project Facilitator (Project Manager) for this county-wide project. The Interim County Executive for Planning and Budget, Leroy Nellis, 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, ES, CJP, HHS) and the County Auditor and Purchasing Agent. In March, Leslie Browder, new PBO County Executive and Roger Jefferies, CJP County Executive replaced Leroy as Project Facilitator(s). The Court's Sub-Committee, Commissioners Eckhardt and Huber, met with the OPT team to further discuss the project and give the team further direction on the Scope of Services.

A) The OPT and Sub-Committee now recommends removing the Interim CIO position and search services from the original RFS and hire a separate search firm to provide these services.

B) Approve Order Exempting the Purchase of Services of a Placement Firm to Search, Select and Employ an Interim CIO from the Competitive Procurement Process Pursuant to Section 262.024(A)(4) of the County Purchasing Act and authorize the Purchasing Agent to negotiate and sign resulting Contract.

C) Attached memo from OPT.

**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.

**ORDER EXEMPTING PURCHASE OF  
PROFESSIONAL RECRUITMENT FIRM  
FROM COMPETITIVE PROPOSAL REQUIREMENTS OF THE  
COUNTY PURCHASING ACT**

**WHEREAS**, the Commissioners Court of Travis County has the authority to exempt the purchase of personal or professional services from the bidding requirements of the County Purchasing Act, TEX. LOC. GOVT. CODE ANN. sec. 262.024, and

**WHEREAS**, the County desires to enter into a contract with a professional Placement Firm to search, select and employ an Interim CIO for Travis County, and

**WHEREAS**, these services are professional services requiring special training, skills, and experience,

**NOW, THEREFORE**, the Commissioners Court of Travis County hereby orders that the purchase of Recruitment services for an Interim CIO, is exempted from the requirements of the County Purchasing Act for competitive proposals pursuant to TEX. LOC. GOVT. CODE ANN., section 262.024(a)(4), as this contract is for professional services.

Signed and entered this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

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Samuel T. Biscoe, County Judge

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Ron Davis  
Commissioner, Precinct 1

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Sarah Eckhardt  
Commissioner, Precinct 2

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Karen Huber  
Commissioner, Precinct 3

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Margaret Gomez  
Commissioner, Precinct 4

## Lori Clyde

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**From:** Steven Manilla  
**Sent:** Thursday, May 31, 2012 1:01 PM  
**To:** Cyd Grimes  
**Cc:** Joe Harlow; Lori Clyde; Diane Poirot; Danny Hobby; Roger Jefferies; Leslie Browder; Susan Spataro; Sherri Fleming  
**Subject:** RE: Purchasing and OPT Interim CIO Search Recommendation to Court FINAL

I've revised it to include Leslie's recommended change. Let's launch it.

May 31, 2012

**MEMORANDUM TO: Members of the Commissioners Court**

**FROM: Operational Planning Team**

**Subject: Interim Chief Information Officer (CIO)**

With reference to an Operational Planning Team (OPT) meeting held on May 30, 2012, the members present along with the Purchasing Agent and the County Auditor discussed two alternatives for our next step towards filling an Interim CIO position if the Court agrees to a proposed scope of services modification that will be presented separately by Purchasing.

Alternative #1 was recommended by Purchasing and it includes utilizing the skills and knowledge of the highest qualified firm that will be doing the IT assessment to identify an appropriate candidate. The firm would be asked for this assistance after it has had the opportunity to partially evaluate our current IT system and customer needs. In that way the firm will have keener insight into what skills and experience will be needed from the interim CIO. Purchasing suggested that this would save time and money.

Alternative #2 is recommended by the OPT and it includes working with Purchasing and/or HRMD to immediately fill the interim CIO position. The team felt the Interim CIO should assist with negotiating the scope and fees for the assessment firm's contract. This would encourage accountability on the part of the Interim CIO and it would provide "checks and balances". The interim CIO would become another key stakeholder in the process and could be more objective if independent of the assessment consultant. The interim CIO should fairly quickly encounter internal issues that need to be addressed as part of the assessment.