



Travis County Commissioners Court Agenda Request

Meeting Date: August 28, 2012

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Elected/Appointed Official/Dept. Head: Cyd Grimes

Commissioners Court Sponsor: Judge Biscoe

Consider and take appropriate action regarding an Interim CIO, RFS No. 06032012, including:

- a. Whether to interview the top recommended candidate and when;
- b. Whether to authorize the Purchasing Agent to engage in further contract negotiations with the Lucas Group for Interim CIO and IT assessment services
- c. Whether to authorize the Purchasing Agent to engage in contract negotiations with The Lucas Group to perform a Gap Analysis of the ITS Department; and/or
- d. Direct the County Executive of Planning and Budget to develop a process to recruit a Chief Information Officer.

- On June 5, 2012, the Commissioners Court exempted the procurement of a recruitment firm to hire an Interim Chief Information Officer. RFS No. 06032012, Placement Services for an Interim CIO, was issued on June 13, 2012. Responses from three firms were received on June 27, 2012. Interviews were held with the top three candidates on July 18, 2012. The committee chose one candidate from The Lucas Group as the highest qualified, and based on the interview, directed the Purchasing Agent to negotiate with the chosen candidate to also perform an IT assessment.

Purchasing negotiated with The Lucas Group to provide the IT Assessment and CIO Transition Services, including evaluation of the current state of the ITS Department, performing an assessment of the ITS Department, assisting in the search for a new County Executive, and development of a Transition Roadmap to new IT County Executive; for a cost of \$39,500 per month, plus travel and living expenses, with a not-to-exceed cost of \$375,000 for up to nine months. At the direction of

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the court, the Purchasing Office will schedule the top candidate for an interview with the court.

At the direction of the OPT, the Purchasing Office drafted a second scope of work for The Lucas Group to provide a high level gap analysis of the Travis County ITS Department. This analysis will include processes, standards, architecture, and technologies and will consider current and future needs and opportunities for improving service and efficiency. Assistance with completing the analysis will be provided as needed by the ITS Department Division Directors. Findings and recommendations for a more in-depth Phase 2 analysis, if needed, along with an implementation plan and cost estimate for completing the work, will be presented to the Commissioners Court.

Additionally, it is recommended that the Court authorize HR to begin the recruitment process for a permanent County Executive for Information Technology Services, and complete revisions to the job position description. If the court decides to begin recruitment for a permanent County Executive for Information Technology Services, they should also address how an IT Assessment will be conducted, either with internal or external (contracted firm) resources.

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1.0 SCOPE OF SERVICE:

Provide a high level gap analysis of the Travis County ITS Department. Analysis to include processes, standards, architecture, and technologies and consider current and future needs and opportunities for improving service and efficiency. Assistance with completing the analysis will be provided as needed by the ITS Department Division Directors. Present to the Commissioners Court the findings and recommendations for a more in-depth Phase 2 analysis, if needed, along with an implementation plan and cost estimate for completing the work.

This project will be conducted in Phases.

2.0 REQUIREMENTS:

2.1 Phase 1: High-Level Gap Analysis of the Current State of Travis County IT Services

- 2.1.1 Examine current technology and supported programs and applications
- 2.1.2 Evaluate centralized and decentralized services
- 2.1.3 Evaluate Organizational Structure,
- 2.1.4 Develop high-level roadmap laying out the steps needed to take Travis County IT to the level of an industry-recognized, highly effective organization. Map shall identify tasks to be completed and deliverables to be provided along with schedule and cost estimate for the resources needed. Cost estimate to include adequate details for tasks to be performed, estimated consultant hours for completing each task, overhead, profit, and list and cost of reimbursable. A comparison of the proposed costs for completing Phase 2 against the actual costs of similar work completed for two or more agencies of comparable size and complexity shall be provided.
- 2.1.5 Provide a summary of existing or potential issues identified, results of the gap analysis, and recommendations for an Implementation Plan to the Commissioners Court in a work session,

2.2 Phase 2: Execute the Implementation Plan.

- 2.2.1 Complete a more in-depth gap analysis, including interviewing representatives of all IT customers; centralized and decentralized
- 2.2.2 Complete an overall analysis of IT staff skills and abilities and provide recommendations for enhancement, if needed.
- 2.2.3 Review current IT's plans for system improvements and improving customer service and provide recommendations for enhancement, if needed.
- 2.2.4 Complete comparative analysis of current IT operations against industry-recognized, highly effective organizations and provides recommendations for improvement, if needed.
- 2.2.5 Develop Change Management plan
- 2.2.6 Assist with development of CIO Position Description and Requirements
- 2.2.7 Present final report to County Commissioners Court.
- 2.2.8 Assist with interviewing and selecting a CIO to implement recommendations.

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.

11-16-2010: The Commissioners Court appointed Joe Harlow as the County Executive for Information Technology Services. The court also voted to create the ITS Advisory Board, made up of the Executive Managers for Justice and Public Safety, Information Technology Services, Planning and Budget, Emergency Services, County Auditor, County Purchasing Agent, and 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.

1-18-2011: The Court appointed Commissioners Huber and Eckhardt to act as a subcommittee of the Court to develop a work plan for the ITS Department, to address:

- How many and who would be on the External Advisory Committee
- How the Management Team will provide input on the work plan (including how the Management Team will interface with the External Advisory Committee)
- How other IT users (such as the county and district clerks, JPs, etc.) will provide input on the work plan
- What will be the charge to the External Advisory Committee

3-15-2011: Commissioners Court received a briefing from the IT Advisory Board regarding a change management (program and process evaluation) within IT, and utilization of internal external advisory board. The Subcommittee recommendation was to:

- Pursue a contract for a change manager in ITS and Succession planning and transition to new County Executive for ITS. The Subcommittee suggested that the Change Management contractor be charged with: (1) An in-depth assessment of ITS central and ITS satellites, including workforce, software/hardware, and facilities; (2) developing a framework for County-wide Technology Strategic Planning including the convening and facilitating of an Internal Advisory Committee; (3) assisting in the transition to IT County Executive, including job description, likely salary range, recruiting strategy, and participate in vetting candidates
- Appoint an interim External Advisory Committee (six individuals) to craft a Change Management contract and assist in the selection of a contractor.

May 2011: At the request of the Advisory Board, the Purchasing Office began preparation of 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 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 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.

10-21-2011: Request for Services # S110195-LC, IT Assessment and CIO Transition Services, was issued.

11-7-2011: Pre-Proposal conference was held. Twenty-one vendors participated.

11-15-2011: The Purchasing Agent briefed the court on the status of the IT Assessment and CIO Transition Request for Services. The County Clerk asked for information about how the court intended to include elected officials and other office holders in the process of selecting a new ITS direction, and how the department will be structured. No action taken by the court.

12-6-2011: Thirteen (13) responses received, with costs ranging from \$199,700 to \$980,400.

1-6-12: The Evaluation Committee, comprised of representatives from County Clerk, District Clerk, ITS, Sheriff's Office, Courts, Commissioner's Office, Justice and Public Safety, two external Board members, selected PTI as the highest ranked firm, at a cost of \$211,071

1-2012: The OPT requested to be involved in this project

1-17-2012: The Purchasing Agent requested that the Court appoint a Project Facilitator (Project Manager) for this county-wide project. 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. No action was taken by the court.

As a result of the 1-17-12 court discussion, the Team of Four (Dana DeBeauvoir, Debra Hale, Commissioner Eckhardt, Steven Broberg) was established by Commissioner Eckhardt to help draft outreach portion of statement of work. Draft due by 2-17-12.

1-20-12: The Purchasing Office sent the top five proposals to the OPT for review.

1-27-12: The Purchasing Agent met with the original evaluation team, and informed them that the OPT was going to make the final decision.

2-15-12: OPT meeting to discuss scores. Decided to elevate the top two firms, PTI and Gartner.

2-17-12: Received Team of Four analysis.

2-29-12: OPT met with Sub-Committee and Team of Four. It was decided to bring in top three firms.

3-23-12: OPT interviewed top three firms on site. Team of Four and original evaluation team were included.

4-2-12: Reference calls were made for top three firms.

4-4-12: Follow up phone calls with top three firms. OPT to attend. Not all were in attendance.

4-27-12: Follow up interviews with PTI and Gartner on site. After interviews, the OPT team decided to move forward with PTI.

5-1-12: Received email from Joe Harlow proposing he return as consultant after his retirement.

6-5-12: The court received an update on RFS #S110195-LC, IT Assessment and CIO Transition Services, and approved a change in the RFS Scope of Work to remove Phase 3, Search for a new County Executive for ITS. The court approved an order exempting the purchase of

services of a placement firm to search for an Interim CIO. At the direction of the court a Request for Services for a placement firm was prepared.

6-13-12: Request for Services # 06132012, Placement Services for an Interim Chief Information Officer (CIO) for Travis County, was issued, with responses due by June 27, 2012.

7-13-12: The OPT met to evaluate and finalize the top three candidates.

7-18-12: Interviews held with top candidates, all from The Lucas Group. Based on the direction of the OPT, the Purchasing Office negotiated with the chosen candidate to include an IT assessment. The Purchasing Office negotiated with The Lucas Group to provide the IT Assessment and CIO Transition Services, including evaluation of the current state of the ITS Department, performing an assessment of the ITS Department, assisting in the search for a new County Executive, and development of a Transition Roadmap to new IT County Executive; for a cost of \$39,500 per month, plus travel and living expenses, with a not-to exceed cost of \$375,000 for up to nine months.

7-20-12: A representative from PTI, the highest ranked firm for IT Change Manager and Assessment Services RFS, informed the Purchasing Office that their proposal was no longer valid.

8-7-12: Provided update to the court on whether to interview the top recommended candidate and when; whether to authorize the Purchasing Agent to enter into contract negotiations with The Lucas Group for Interim CIO and IT Assessment services, and/or whether to direct the HR Department to recruit for a permanent County Executive for ITS. No action was taken by the court.

8-15-12: Met with OPT. After discussion, it was decided to go back to The Lucas Group and ask for a proposal for a high level gap analysis to be conducted in phases. Phase I to include interviews and high level assessment, including a roadmap to the future, work session to brief the court, and recommendations to move forward, including costs. Phase II to include implementations of work proposed in Phase I. Sherri Fleming will brief the Judge on this plan. Team doesn't think this needs court approval of plan before moving forward.