



## Snohomish County

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### INFORMATION SERVICES

# Action Plan

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## *Response to Moss Adams Audit*

The Department of Information Services (DIS) greatly appreciates the effort and careful diligence Moss Adams (MA) put into their April 9, 2010 report, *Snohomish County Department of Information Services Rate Model, Governance Process and Communications Performance Audit*. DIS intends to vigorously pursue implementation of *all* of MA's recommendations.

Response to some findings and recommendations will probably be adjusted to be effective within the particular culture of Snohomish County, but DIS will address all adjustments collaboratively with our stakeholders: elected officials, department heads, and staff.

## **Rate Model**

The first area of consideration is the DIS Rate Model<sup>1</sup>. Overall, the MA report found the rate model to be industry standard, but also noted that it could be adjusted to better meet the County's needs and to facilitate understanding. Conversations with separately elected officials and the Information Technology Advisory Committee (ITAC) have led to a consensus that an immediate "fix" to the Rate Model is not feasible. The ITAC has been discussing the formation of a subcommittee to re-work the rate model.

## **Finding R1<sup>2</sup>**

*DIS has established specific rate model goals to guide the process.*

*Recommendation: Consider expanding the DIS rate model goals to guide development and ongoing operations.*

## **Action Plan**

DIS will include the MA recommended goals in our 30-Month Business Plan. The Business Plan will be approved by the IT Advisory Committee (ITAC). The ITAC will work to align project selection with goals defined in the plan.

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<sup>1</sup> The rate model is the mechanism whereby DIS charges County departments and offices for information technology related services. DIS recovers all operating and capital costs via this model.

<sup>2</sup> Findings and recommendations are quoted from the Moss Adams report.

Task	Due
Review all MA recommendations that can be incorporated into the Business Plan. Addressed in Section 6.3 of the 30-Month Business Plan	Q2 2010
Include all MA recommendations into the Business Plan. Addressed in Section 6.3 of the 30-Month Business Plan	Q2 2010
Once the Business Plan is completed, review all goals to be sure projects are aligned with those goals.	Q3 2010
Report back to the ITAC and subcommittees on selected projects and their relationship to our published goals.	Q3 2010

## Finding R2

*The current DIS rate model is detailed in structure.*

*Recommendation: Simplify the level of detail contained in the rate model.*

### Action Plan

Rework the DIS Rate Model for 2012. Engage the ITAC to form a subcommittee of elected and executive staff to prepare recommendations to the ITAC, Council and Executive. Additionally, given the tight relationship between the rate model and the budgeting process, the subcommittee will consider recommendations to increase flexibility and efficiencies.

Task	Due
Form an ITAC subcommittee tentatively titled Rate Model Evaluation Team (RMET).	Q3 2010
Charter the RMET to prepare an agenda for creating the new rate model.	Q3 2010
DIS to train the RMET on rate model functions in general and the Snohomish County rate model specifically.	Q3 2010
Provide quarterly progress reports on the development of the new rate model with a target date of a complete new or reworked model by December 2010.	Q4 2010

## Finding R3

*Specific complaints about the DIS rate model have less to do with the model structure, and more to do with budgets, priorities, and resource consumption.*

*Recommendation: Conduct additional analysis regarding operating and capital expenditures, and publish the results.*

### Action Plan

Present a breakdown of DIS operating and capital expenditures to the ITAC and subcommittees. This can be accomplished separately from the Rate Model process, but can be included as formal documentation during subsequent rate discussions, especially when the new rate model is published. DIS will prepare

and present an analysis report on expenditures and publish on the ITAC SharePoint site. Each year DIS will prepare and present this report to the ITAC.

<b>Task</b>	<b>Due</b>
DIS to prepare an overview of our operational and capital funds (505 and 315).	Q3 2010
Make prepared presentation to the subcommittees and ITAC.	Q3 2010
Develop a quarterly analysis of the DIS operating and capital fund balances and actual expenditures to budget and present to ITAC.	Q4 2010
Yearly, at the beginning of the DIS budget process, present ITAC with the prior year's actual to budget, and an explanation of funds available in operating and capital funds for the coming year.	Q1 2011

### **Finding R4**

*There is a misconception among customers that if direct costs are cut, a corresponding reduction in rates will occur.*

*Recommendation: Increase the level of education delivered to departments regarding how the DIS rate model works.*

### **Action Plan**

Prepare training material to include detailed discussions on variable and non-variable charges contained in a rate model. The ITAC has commissioned DIS to conduct a workshop to address this issue. DIS will conduct yearly and ad hoc workshops to address this issue.

<b>Task</b>	<b>Due</b>
Prepare training material to demonstrate the effects of variable and non-variable charges in a rate model. This is considered to be "generic" rate model training.	Q3 2010
Present the training material as a workshop to ITAC members.	Q3 2010
Yearly, offer a workshop to Snohomish County in understanding rate models.	Q1 2011

### **Finding R5**

*The County's rate setting methodology is based upon cost estimates.*

*Recommendation: Consider making adjustments to rates and/or fund balances when appropriate.*

### **Action Plan**

DIS and the subcommittees will conduct a quarterly review of the DIS budget. Subcommittees will recommend adjustments to the ITAC, and ITAC will make recommendations to Council and the Executive on any adjustments.

Task	Due
Concurrent with presenting the operating and capital fund balance reviews, DIS will present to the ITAC any under or over spending that could affect immediate rate adjustments.	Q1 2011
The ITAC to make quarterly recommendations to the Executive and Council on rate adjustments.	Q2 2011

### Finding R6

*DIS fund balances are being maintained in two funds including current year (505) and multiyear expenses (305) (sic), and are directly accounted for in rate model calculations.*

*Recommendation: Analyze fund balances annually with the help of the customer base.*

### Action Plan

DIS and the subcommittees will conduct a yearly review of 505 and 315 Funds as part of the Business Plan deliberations. Probable quarterly reviews will take place as we implement actions under Finding R5, and review the balances contained in these funds. Subcommittees will recommend adjustments to the ITAC, and ITAC will make recommendations to Council and the Executive on adjustments.

Task	Due
Perform concurrent with tasks under Finding 3, above. DIS to prepare an overview of our Operational and Capital funds (505 and 315).	Q3 2010
Present prepared presentation to the subcommittees and ITAC.	Q3 2010
Include an analysis, each quarter, of the DIS operating and capital fund balances and actual expenditures to budget. Presentation to ITAC.	Q4 2010
Yearly, at the beginning of the DIS budget process, present to ITAC the prior year's actual to budget and an explanation of funds available in operating and capital funds for the coming year.	Q1 2011

### Finding R7

*None of the services in the model are billed directly to departments.*

*Recommendation: Consider direct billings to departments for some relevant IT services in lieu of including in the rate model.*

### Action Plan

Incorporate some direct billing into the rate model.

Tasks	Due
DIS to present the pros and cons of direct billing (effects on General Fund if known) to the RMET.	Q3 2010
RMET to consider implementing direct billing into the rate model.	Q3 2010

RMET and ITAC to make specific recommendation to the Executive and Council on the viability of direct billing in the County (for 2012 budget).	Q1 2011
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### Finding R8

*The present approach to rolling out DIS allocations is accomplished via an annual memorandum and through customer data review during the modeling process.*

*Recommendation: Develop new customer documents, and conduct additional meetings to explain how the rate model works.*

### Action Plan

Concurrent with the development of a new rate model, create training material with constituent involvement.

Task	Due
DIS and RMET will prepare training material for use at ITAC, subcommittees and at departmental/office training sessions. Training will be geared toward helping non-technical staff understand the DIS rate model.	Q4 2010
As part of the yearly budgeting process, DIS will make presentations to constituents on how the rate model works and was derived for the coming year.	Q1 2011

### Finding R9

*The DIS rate model is not fully supported by technical documentation.*

*Recommendation: Develop additional technical documentation for model administration, training, support, development and backup purposes.*

### Action Plan

Concurrent with the development of a new rate model, create training material. Create process flow documentation, technical documentation, training and support to coexist with the new analysis work.

Task	Due
Concurrent with R8 above. DIS to develop technical documentation to support DIS staff in administering the rate model.	Q4 2010
DIS to conduct a yearly review of training materials, prior to the next budget cycle, to ensure documentation is current with the coming budget cycle.	Q4 2010

## Governance Process

MA identified several areas where some additional work can augment our emerging project and portfolio management program<sup>3</sup>. DIS, the technology subcommittees and the ITAC have already begun the important work of IT governance<sup>4</sup> that most of the MA recommendations imply. DIS intends to fully embrace all the committees and operate a transparent IT organization for everyone’s benefit.

### Finding G1

*Survey results indicate that “checklist” IT processes is “unfriendly” to the customer base.*

*Recommendation: Further simplify and define project management processes where appropriate.*

### Action Plan

DIS uses these checklists to manage technology projects. The ITAC and subcommittees will function as steering committees for projects, and will provide input to managing the projects. Such steering committee management is part of an overall project management methodology<sup>5</sup> (PMM). Further, the County may be best served if all technology projects use a similar or even the same PMM system and tools. As part of a PMM, DIS will work with the ITAC to determine appropriate reporting or “dashboard”<sup>6</sup> summary systems, and how to best provide management control at this level of project management. DIS has made some changes to simplify the checklist process based on customer feedback. DIS will continue to solicit feedback on the process and work with customers to right-size and unify the process. Special attention will be given to the undeveloped and overdeveloped processes.

Task	Due
In its next 30-Month Business Plan, DIS will recognize the need for a unified project management methodology (PMM) that addresses not only the questions of status reports, but the entirety of a full project management system. Ideally, all departments and offices that practice technology project management will use a standard system. The system should provide dashboard information that summarizes project health at a	Q2 2010

<sup>3</sup> *Project and portfolio management (PPM)* are terms to describe the broad array of processes, procedures and tools used to manage an individual project as well as the catalog of all projects, referred to as a portfolio.

<sup>4</sup> *IT Governance* is the methodology of empowering business units within the County with the strategic deployment of resources and budgets to achieve desired business outcomes.

<sup>5</sup> *Project management methodology* refers to a broad array of processes, procedures, and tools used to manage a single project from an idea to a deployed, completed system.

<sup>6</sup> *Dashboard* is a term used to mean an easy to read, interactive user interface containing high level information used to manage a system. In this instance a PPM dashboard would show items such as project name, spending-to-budgeted dollars, critical risk factors, schedule, etc. The interactive nature of a dashboard allows users to drill down into more granular detail from any higher level of the dashboard.

Task	Due
high level for sponsors, and the ability to drill down for additional details. All active projects should be in one system. Addressed in Section 6 of the 30-Month Business Plan	
Present the problem set to ITAC and solicit initial response. Seek agreement that a unified process will be best for the County. Establish the process by which such a unified process will be defined and implemented (task force, subcommittee, etc.) to set up a standard.	Q3 2010

### Finding G2

*DIS Service Level Agreements<sup>7</sup> (SLAs) are a relatively new concept in use at the County.*

*Recommendation: Strengthen the use of SLAs to help set expectations between parties, and provide a stronger means to track performance and foster constructive feedback.*

### Action Plan

As part of the work being done to refine the rate model, key terms will be redefined. Vocabulary and concepts will be structured around business value, not technical details. DIS will discuss SLA purpose, value, and terms with elected officials and department directors to provide better utility from the SLA tool. We will discuss the use of system-specific SLA's, as well as broad, general purpose ones. We plan to collaborate with each office on what metrics to collect to track performance, and to set up periodic reviews with the office holder to solicit feedback.

Task	Due
Develop materials suitable for a workshop that describe the service delivery process, the value it provides to the business, and how these parameters get measured. Collect input from the business representatives to guide SLA implementation.	Q1 2011
Revise and adapt the current SLA to reflect the recommended system. Conduct a trial run of that process with a few customers for 3-6 months.	Q3 2011
Incorporate feedback and revise the SLA to reflect pragmatic observations and deploy to remainder of customers.	Q1 2012

### Finding G3

*Available management connections between DIS and customers are not being utilized effectively.*

*Recommendation: Increase the number of management connections with the customer base.*

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<sup>7</sup> A *Service Level Agreement* (SLA) is a contract between a service provider (DIS) and a customer that specifies, usually in measurable terms, what services will be furnished.

### Action Plan

Increase the channels used to communicate with elected officials as well as the frequency of those communications. DIS has already begun a program of outreach, via phone calls and emails, to solicit feedback. DIS will also increase its use of memorandums and policy documents to improve communications. Along with regularly scheduled meetings between elected officials, DIS has greatly increased adhoc communications. We are bringing DIS Business Analysts to the ITAC meetings, producing whitepapers, and workshops. These will continue and we will solicit other opportunities.

Task	Due
Establish clear processes and well documented systems that permit departments and offices to present potential projects and vie for resources and priority through a ratified ITAC charter, and adopted project selection processes and systems. ITAC has ratified its Charter. The Charter contains the process for introducing and prioritizing projects for the County.	Q2 2010
Establish workshops to review infrastructure architecture, strategic directions of the departments and offices to align needs with scalable infrastructure. Conduct these workshops at a regular interval. Conduct the first workshop by due date. These workshops shall include security as well.	Q4 2010
Maintain a working enterprise architecture plan that reflects the current state of the infrastructure, what is on the sunset list, and what is on the adoption list. The architecture plan shall include security.	Q3 2010

### Finding G4

*Project origination and acceptance is decided in a business-like manner, including the evaluation of return on investment (ROI) criteria.*

*Recommendation: Continue to improve project acceptance through strengthened criteria and processes, timely customer exchange, and depth of communications.*

### Action Plan

Project origination occurs at the subcommittee and ITAC levels. Objective and subjective criteria for project selection have been included in the committee charters. A complete process has been documented and is currently under discussion.

Task	Due
Establish clear processes and well documented systems that permit departments and offices to present potential projects and vie for resources and priority through a ratified ITAC charter and adopted project selection processes/systems. Balance the needs and resources of all departments and offices. Clearly identify the ranking criteria, and include criteria that provide flexibility and objective metrics. ITAC has ratified its Charter. The Charter contains the process for introducing and prioritizing projects for the County.	Q2 2010



<b>Task</b>	<b>Due</b>
Develop support systems that support the full system development life cycle <sup>8</sup> of project proposals, research, negotiation, ranking, etc. The systems shall clearly communicate decision reasoning, and acceptance criteria. The ITAC has developed, as codified in its Charter, the procedures to propose a project, research and negotiate its ranking amongst other projects and the criteria to decide and accept a project.	Q2 2010
If necessary, develop and present training workshops.	Q4 2010

### **Finding G5**

*There is limited stakeholder involvement in DIS review of active projects for issue prioritization purposes and issue resolution.*

*Recommendation: Establish a more engaging stakeholder process to gain customer input in issue planning, budgeting, decision making, and performance oversight.*

### **Action Plan**

Recommendations are being incorporated into the workings of the committees. Project oversight process and dashboards to support project status should be developed and implemented. Additional planning, budgeting and oversight will be realized via face-to-face meetings with office holders and DIS.

<b>Task</b>	<b>Due</b>
Establish a set of governance committees as outlined in the ITAC charter. Assure all departments and offices have a voice in these committees, where project proposals are heard and adopted for execution. Establish clear processes and well documented systems that permit departments and offices to present potential projects and vie for resources and priority through a ratified ITAC charter, and adopted project selection processes and systems. Balance the needs and resources of all departments and offices. Clearly identify the ranking criteria, and include criteria that provide flexibility and objective metrics.	Q2 2010
Assess the effectiveness of the ITAC project selection process through formal and informal systems. Publish the results in the quarterly ITAC report. Conduct these assessments at regular intervals. Complete the first assessment and report.	Q1 2011

### **Finding G6**

*Project status reporting is not working as intended.*

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<sup>8</sup> *System development life cycle* is a conceptual model used in project management that describes the stages involved in an information system development project, from an initial feasibility study through maintenance of the completed application.

*Recommendation: Provide straightforward project status reports on a regular, standard, and complete basis.*

**Action Plan**

The ITAC and subcommittees will function as steering committees for projects and will provide input to the **status reporting structure**. Such project status information is part of an overall project management methodology (PMM). Further, the County may be best served if all technology projects used a similar or even the same PMM system and tools. As part of a full PMM, DIS will work with the ITAC to determine appropriate project dashboard information with drill-down that members can use to learn project status. Project managers may be invited to ITAC meeting for status presentations. **Status reports are created each week for all active projects. DIS will distribute status reports to the various committees as well as schedule face-to-face meetings with offices to review status reports and right-size the information contained in the reports.**

<b>Task</b>	<b>Due</b>
DIS will recognize in its next 30-Month Business Plan the need for a unified project management methodology (PMM) that addresses not only status reporting, but the entirety of full project management system. Ideally, all departments and offices that practice technology project management will use a standard system. The system needs to provide dashboard information that summarizes project health at a high level for sponsors, and provide the ability to drill down for additional details. All active projects should be in one system. Addressed in Section 6.1 of the 30-Month Business Plan	Q2 2010
Present the problems set to the ITAC and solicit initial response. Seek agreement that a unified process will be best for the County. Establish the process by which such a unified process will be defined and implemented (task force, subcommittee, etc.) on how we can set up a standard. (See G1.)	Q3 2010
Convene the team, establish a schedule, collect requirements, develop or revise templates, etc. Research tools that meet the documented needs. Publish recommendations.	Q2 2011

**Finding G7**

*There are multiple types of project requests coming through the system.*

*Recommendation: Enhance the decision model regarding what project requests are approved and build stronger workflow for requesting, selecting, monitoring and reporting.*

**Action Plan**

**DIS will clearly define work types** in the 30-Month Business Plan. The plan will include resource allocations for each work type. **These definitions and allocations will be presented to the ITAC for consideration and recommendations.** ITAC manages the process for the “project work” category, the other work categories fall into “production support”. **Production support efforts will be shared** with the

ITAC so they have a complete picture of DIS resources allocation. The ITAC will review, comment on and provide input to the DIS Business Plan.

<b>Task</b>	<b>Due</b>
DIS will introduce some concepts for technology portfolio management in our next 30-Month Business Plan. Previous project classes have not been effective. DIS suggests the best solution right now is a hierarchy with funded projects first, then unfunded projects, then production support. Within the funded and unfunded classes, the portfolio system would divide by the three subcommittees, Land, Administration, and Law and Justice. Production support is the regular and routine work DIS performs. All portfolio classes will be clearly defined. Addressed in the 30-Month Business Plan Section 6. Section 6.1 addresses project work, and Section 6.2.2 our routine production support.	Q2 2010
Establish clear processes and well documented systems that permit departments and offices to present potential projects and vie for resources and priority through a ratified ITAC charter, and adopted project selection processes and systems. (See G3)	Q2 2010

### Finding G8

*The DIS project management system has been developed in-house by the Deputy Director of DIS, who is the primary owner/operator of the system.*

*Recommendation: Consider procuring and operating commercial off-the-shelf software with built-in reporting.*

### Action Plan

DIS will investigate systems that can replace or augment the project management system, PeopleTrack, and other project management tools such as portfolio management, time tracking and resource allocation.

<b>Task</b>	<b>Due</b>
DIS will recognize in its next 30-Month Business Plan the need for a unified project management methodology (PMM) that addresses not only the question of a specific tool for resource management, but the entirety of full project management system. Ideally, all departments and offices that practice technology project management will use a standard system. The system should provide dashboard information that summarizes project health at a high level for sponsors, and provide the ability to drill down for additional details. All active projects should be in one system. Addressed in Section 6.1 of the 30-Month Business Plan	Q2 2010
Present the problems set to the ITAC and solicit initial response. Seek agreement that a unified process will be best for the County. Establish the process by which such a unified process will be defined and implemented (task force, subcommittee, etc.) so we can set up a standard. (See G6.)	Q3 2010
Convene the team, establish a schedule, collect requirements, develop or revise templates, etc. Research tools that meet the documented needs. Publish	Q2 2011

recommendations.

**Finding G9**

*Recent technology progress has involved large projects being tackled in limited time periods.*

*Recommendation: Consider reprioritizing the queue of projects.*

**Action Plan**

DIS, the subcommittees, and the ITAC review all projects and reprioritize no less frequently than on a quarterly basis, or when new data becomes available. DIS submits quarterly reports on recommendations and status by ITAC to the Executive and Council. These reports are reviewed by the ITAC, and any project changes will be included in these reports.

Task	Due
The ITAC Charter provides for DIS to produce quarterly reports to the Executive and Council to summarize any recommendations and major accomplishments of the team. These reports are reviewed and approved by the ITAC prior to submission. The first of these has occurred. The Q1 2010 ITAC briefing to the Executive and Council was held on April 1, 2010. The Q2 2010 briefing is being scheduled for July 2010.	Q1 2010

**Finding G10**

*The change order<sup>9</sup> process is over utilized.*

*Recommendation: Scale back the change order process to address significant items.*

**Action Plan**

The MA report finds, “The change order concept is generally conventional.” The appropriate use of change orders relates to how stakeholders will manage projects, control changes, and help guide project teams to successful project deliveries.

Task	Due
DIS has already reduced the number of change orders produced so they reflect only major changes to scope and budget. Minor changes to scope, schedule and budget are being handled by the project team and steering committee.	Q2 2010

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<sup>9</sup> *Change order* is a term used in project management to document and obtain acceptance of a change to project scope, schedule, or budget.

## Finding G11

*Customers have limited options for escalation of submitted projects and appeals for cancelled submissions.*

*Recommendation: Communicate project queuing and selection by reporting on “portfolios” of submitted requests.*

### Action Plan

The ITAC Charter references a project selection process that clearly defines the data required for ranking, who is responsible for providing that data, tracking projects through review and revision, and how owners can withdraw and resubmit projects. The ITAC recognized options for escalation, but explicitly decided to leave those processes implicit.

Task	Due
Establish clear processes and well documented systems that permit departments and offices to present potential projects and vie for resources and priority through a ratified ITAC charter, and adopted project selection processes and systems. Balance the needs and resources of all departments and offices. Clearly identify the ranking criteria, and include criteria that provide flexibility and objective metrics. (See G4.) The ITAC has developed, as codified in its Charter, the procedures to propose a project, rank those projects and to perform an iterative process to reevaluate and rebalance the DIS workload. Ranking criteria is clearly identified with both objective and subjective measures being applied.	Q2 2010
Develop support systems that support the full life cycle of project proposals, research, negotiation, ranking, etc. The systems shall clearly communicate decision reasoning, and acceptance criteria.	Q3 2010
If necessary, develop and present training workshops.	Q4 2010

## Finding G12

*Currently, only about 30% of the projects find their way into the implementation and delivery process.*

*Recommendation: Consider outsourcing more projects to third parties to catch up on the project backlog.*

### Action Plan

The next DIS Business Plan will recognize how DIS resources can become a bottleneck for funded projects. The Business Plan will outline delivery strategies to address that problem. Outsourcing will be the prominent solution of this delivery strategy.

Task	Due
DIS will introduce some concepts for technology portfolio management in our next 30-Month Business Plan. Previous project classes have not been effective. DIS suggests the best solution right now is a hierarchy where the top division is funded then unfunded	Q2 2010

projects, then Production Support. Within the funded and unfunded classes, the portfolio system would divide by the three subcommittees, Land, Administration, and Law and Justice. The plan will propose a highly elastic outsourcing strategy to implement funded projects. (See G7.)

Addressed in Section 6 of the 30-Month Business Plan

### Finding G13

*The project categorization process is not well understood by customers.*

*Recommendation: Consider simplifying the categorization process.*

### Action Plan

Project categorization is integral to portfolio management. A couple of approaches have been presented to the ITAC, but so far, what appears to be the best strategy combines the notions of funded versus non-funded projects, along with an allocation for each subcommittee. These concepts will be documented in the DIS 30-Month Business Plan and discussed with the ITAC. The portfolio approach will continue to get discussed until we arrive at a workable system.

Implementation Tasks	Due:
DIS will introduce some concepts for technology portfolio management in our next 30-Month Business Plan. Previous project classes have not been effective. DIS suggests the best solution right now is a hierarchy with funded, then unfunded projects, then production support. Within the funded and unfunded classes, the portfolio system would divide by the three subcommittees, Land, Admin, and Law and Justice. The category of production support is the regular and routine work DIS performs. The ITAC has developed, as codified in its Charter, the procedures for project management. In addition, Section 6 of the Business Plan delineates additional measures to simplify and address project selection.	Q2 2010
Establish clear processes and well documented systems that permit departments and offices to present potential projects and vie for resources and priority through a ratified ITAC charter, and adopted project selection processes and systems. (See G3)	Q2 2010

### Finding G14

*Many P4 projects are being managed in an apparent semi-permanent holding pattern.*

*Recommendation: Build a process for dealing with P4<sup>10</sup> projects, even if it means that such projects are rejected from the queue in the near term.*

<sup>10</sup> P4 is a DIS designation no longer in use. P4 referred to Priority 4 Projects which were projects in an inactive status with no work being done.

### Action Plan

The ITAC charter referenced a project selection process to track project proposals through their life cycle. The workflow is documented and under discussion by the ITAC. The system clearly shows all projects in the system, and where each project is in its life cycle. The proposed process provides for any department or office to withdraw or suspend any of their projects, and re-submit any such deferred project at a later time. Departments and offices have complete control of their project proposals. DIS will facilitate discussions until consensus is reached, and ensure the complete process and systems are implemented and documented.

Implementation Tasks	Due
Establish clear processes and well documented systems that permit departments and offices to present potential projects and vie for resources and priority through a ratified ITAC charter, and adopted project selection processes and systems. Balance the needs and resources of all departments and offices. Clearly identify the ranking criteria, and include criteria that provide flexibility and objective metrics. (See G4.)	Q2 2010
Develop support systems that support the full life cycle of project proposals, research, negotiation, ranking, etc. The systems shall clearly communicate decision reasoning, and acceptance criteria.	Q3 2010
If necessary, develop and present training workshops	Q4 2010

### Finding G15

*A number of projects remain outside the tracking system altogether.*

*Recommendation: Track all significant technology projects.*

### Action Plan

DIS has investigated its various tracking systems and transferred all know projects into the ITAC Potential Project List on their SharePoint site. We are searching for older project entries and projects that may have been misfiled. The objective is to discover all potential projects, alert project owner departments/offices of these projects and ensure those departments/offices are in control of all the data and advocacy for any such project. The new ITAC system will track all projects the departments/offices have any interest in capturing and developing into a formal project proposal or suspending that project for any duration of time. This system will track all project proposals in one place, the ITAC SharePoint site.

Tracking active technology projects in a common repository challenges the County as each department/office that provides the project management resources for technology projects uses their own project management methodology (PMM). DIS will facilitate discussion with the ITAC to unify a PMM for technology projects for the County.

Implementation Tasks	Due
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Implementation Tasks	Due
Establish clear processes and well documented systems that permit departments and offices to present potential projects and vie for resources and priority through a ratified ITAC charter, and adopted project selection processes and systems. Balance the needs and resources of all departments and offices. Clearly identify the ranking criteria, and include criteria that provide flexibility and objective metrics. (See G4.) The gathering and sorting of projects has been completed and the master list is maintained on the ITAC SharePoint site. Procedures have been developed to introduce new projects as well as manage the portfolio. Section 6 of the 30-Month Business Plan addresses this issue.	Q2 2010
Develop support systems that support the full life cycle of project proposals, research, negotiation, ranking, etc. The systems shall clearly communicate decision reasoning, and acceptance criteria.	Q3 2010
If necessary, develop and present training workshops	Q4 2010

### Finding G16

*Policy and procedural documentation is not fully developed or up-to-date, especially for those processes that require further definition.*

*Recommendation: Complete the development of important policy and procedural documentation, and assign the responsibility for developing and maintaining DIS policies and procedures to a central resource.*

### Action Plan

Having well defined project artifacts (documents, etc.) is a key aspect of any project management methodology. Further, the County may be best served if all technology projects used a similar or even the same PMM system and tools. As part of a full PMM, DIS will work with the ITAC to determine appropriate project management artifacts and to standardize artifacts among all departments/offices. Additionally, a retention policy and archival process will be determined, as well as practices by all technical project managers. Finally, critical lessons learned from project experiences, need to have management visibility so process improvements can occur.

Implementation Tasks	Due
DIS will recognize in its next 30-Month Business Plan the need for a unified project management methodology (PMM) that addresses not only the questions of status reports, but the entirety of full project management system. Ideally, all departments and offices that practice technology project management will use a standard system. The system needs to provide dashboard information that summarizes project health at a high level for sponsors, and provide the ability to drill down for additional details. All active projects should be in one system.	Q2 2010
Present the problems set to the ITAC and solicit initial response. Seek agreement that a unified process will be best for the County. Establish the process by which such a unified process will be defined and implemented (task force, subcommittee, etc.) on how we can set up a standard. (See G1.)	Q3 2010



Convene the team, establish a schedule, collect requirements, develop or revise templates, etc. Research tools that meet the documented needs. Publish recommendations.	Q2 2011
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### Finding G17

*The portfolio management team is working to expand dialogue and decision making processes through the use of committees.*

*Recommendation: Further define roles and responsibilities of all stakeholders involved in technology governance.*

#### Action Plan

The ITAC system and ensuing Charter recognize the value of the MA recommendations. The Charter defines the three subcommittees of Land, Law and Justice, and Administration. Meetings are occurring, minutes, decisions, and actions are promptly documented. Decision making processes, meeting facilitation, and project selection processes are all included within this Charter.

Task	Due
Complete and ratify the ITAC Charter	Q2 2010

### Finding G18

*The authorities of the Advisory Committee are not fully defined.*

*Recommendation: Develop a formal Advisory Committee charter.*

#### Action Plan

The ITAC Charter provides the operational framework for an IT governance system. The Charter contains an organizational chart, and specific criteria on how to rank projects for selection. Description of information required to make ranking decisions is clearly described, and systems are in place to capture that information. Project selection processes are outlined with detailed selection processes referenced. Roles and responsibilities are clearly detailed. The Charter is nearly complete, and the specifics of the project selection process are still under discussion.

Task	Due
Complete and ratify the ITAC Charter.	Q2 2010

## Communications

Communications was the third area of review by MA. DIS takes the findings and recommendations concerning communication with both internal and external personnel very seriously. DIS will work diligently to ensure we improve communication and morale both within and external to our organization.

### Finding C1

*Survey results clearly indicate that a significant number of DIS employees believe that intra-departmental operations and communications are not working at acceptable levels.*

*Recommendation: Move to correct DIS intra-departmental communications through strengthened management.*

#### Action Plan

DIS recognizes that department morale is suffering. Addressing this issue requires several actions including improved communications, and evolving attitudes of openness; providing staff with improved explanations and justifications of policies and other changes; and setting clear goals and objectives for the department. DIS management has held several meetings with staff in one-on-one scenarios as well as group scenarios. Meetings have been held directly between the staff and the DIS Director. DIS will continue to engage staff in dialogue at all levels of the organization.

Task	Due
Have regular meetings, and one-on-one with managers to share and explain policies, goals and other messages for staff.	Q1 2010

### Finding C2

*Resistance to change is entrenched and appears to be increasing.*

*Recommendation: Take immediate corrective action to diffuse the situation.*

#### Action Plan

The key to this recommendation is re-establishing trust between DIS and the customer departments and offices. DIS will establish and reinforce trust by consistently demonstrating strong service delivery that adds value to the customers. In addition, increasing the communication among the groups will be critical.

Task	Due
Have regular meetings, and one-on-one with department/office managers and key personnel.	Q2 2010
Assure that the ITAC provide ample opportunity for departments and offices to provide input and present their project proposals	Q2 2010
Develop an escalation procedure so unresolved issues are visible at appropriate levels.	Q4 2010

### Finding C3

*Recent efforts have been initiated to strengthen meetings between the Offices and DIS.*

*Recommendation: Develop a formal structure to guide committee actions and help ensure that appropriate topics are covered.*

### Action Plan

DIS has been working to structure the ITAC processes. A charter is on the cusp of ratification. The ITAC has a dedicated SharePoint site where meeting agenda, minutes, and presentation materials are published. DIS is currently the facilitator, but this may change per the Charter. Minutes include Action Items which are reviewed for progress at each meeting.

Task	Due
Complete and ratify the ITAC Charter.	Q2 2010
Establish the ITAC system.	Q2 2010

### Finding C4

*While a fair number of IT projects have been accomplished since the new DIS Director started in 2007, many tradeoffs have also occurred to achieve this result.*

*Recommendation: Continue to plan for, and roll out, high impact projects, and increase stakeholder involvement in the decision process.*

### Action Plan

Selecting the optimal set of projects is a key aspect of portfolio management. An important step in an effective portfolio management system is defining a set of project classes that support organizational strategies. Then budgets are allocated to each class, and projects selected until the budgets are consumed. The DIS Business Plan will propose project classes and include resource allocations for each class. Definitions and allocations will be presented to the ITAC for consideration and recommendations. The ITAC will review, comment on, and provide input to the DIS Business Plan.

Task	Due
DIS will introduce some concepts for technology portfolio management in its next 30-Month Business Plan. Previous project classes have not been effective. DIS suggests the best solution right now is a hierarchy with funded projects first, then unfunded projects, then production support. Within the funded and unfunded classes, the portfolio system would be divided by the three subcommittees, Land, Admin, and Law and Justice. The categories of production support are the regular and routine work DIS performs. All portfolio classes will be clearly defined.	Q2 2010
Establish clear processes and well documented systems that permit departments and offices to present potential projects and vie for resources and priority through a ratified ITAC charter, and adopted project selection processes and systems. (See G3)	Q2 2010

### Finding C5

*Communications channels have changed significantly over the last two years.*

*Recommendation: Strengthen Director level communications, and right size the duties assigned to the BAs.*

### Action Plan

The DIS Director has initiated a series of meetings with the elected officials and department heads to increase and improve communications. DIS Business Analyst's (BA's) roles have been adjusted to reflect a more tactical relationship with the business. The DIS Management team is engaging the elected officials and department heads, via the committees, on a more strategic level.

Task	Due
Have regular meetings, and one-on-one with department/office managers and key personnel.	Q2 2010
Assure that the ITAC provides ample opportunity for departments and offices to provide input and present their project proposals.	Q2 2010
Develop an escalation procedure so unresolved issues can gain visibility at appropriate levels.	Q4 2010

### Finding C6

*The relatively new DIS Director's management style can be described as "hierarchical" when compared to the previous Director's more informal style.*

*Recommendation: Recognize the difference in styles, and facilitate discussion to bridge views regarding the centralized versus decentralized approach to technology change.*

### Action Plan

The DIS Director recognizes the importance of adapting his style to the culture of the County. New attitudes and approaches are in process. The Director has initiated a series of meeting with the elected officials and department heads to increase and improve communications. The Director also attends all committee meetings.

### Finding C7

*Numerous departments are reporting one-directional communications regarding many IT matters.*

*Recommendation: Establish a more constructive two-way dialogue between the parties.*

### Action Plan

The DIS Director has initiated a series of meetings with the elected officials and department heads to increase and improve communications. The Director also attends all committee meetings.

Task	Due
Have regular meetings, and one-on-one with elected officials and department heads.	Q2 2010

### Finding C8

*DIS uses a number of communications methods to connect to customers.*

*Recommendation: Prioritize the use of high-impact communications methods.*

**Action Plan**

DIS will increase the type and frequency of communications with customers. DIS will work with the ITAC to determine other effective methods of communication and establish a feedback mechanism to evaluate effectiveness.

<b>Task</b>	<b>Due</b>
DIS is holding regularly scheduled meetings with the ITAC committees to improve communication and collaboration. DIS will hold additional meetings with elected officials and department heads to foster communications.	Q1 2010
DIS to work with ITAC to establish additional preferred methods of communication and incorporate new processes.	Q3 2010
DIS will regularly ask various customers to evaluate the success of the new methods.	Q1 2011

**Finding C9**

*The communications plan and corresponding program supporting County technology are a work in process and require further implementation.*

*Recommendation: Complete implementation of the DIS communications program.*

**Action Plan**

Once messages have been identified, DIS needs a mechanism to effectively share that message with the intended audience. DIS will increase the type and frequency of communications with customers. DIS will work with ITAC committees to determine other effective methods of communication and establish a feedback mechanism to evaluate effectiveness.

<b>Task</b>	<b>Due</b>
DIS is holding regularly scheduled meetings with the ITAC committees to improve communication and collaboration. All subcommittee and ITAC meetings are public with all related documentation appearing on the ITAC SharePoint site.	Q1 2010
DIS to work with ITAC to establish additional preferred methods of communication and incorporate new processes.	Q3 2010
DIS will regularly ask various customers to evaluate the success of the new methods.	Q1 2011

**Finding C10**

*Technology stakeholders are not using a cross functional team to assist in implementing ongoing change.*

*Recommendation: Increase the level of teamwork and associated training regarding change management and cross functional teamwork.*

### Action Plan

DIS will work to establish a culture of interdepartmental cooperation through common goals and objectives, and work with departments to increase the level of knowledge of technology practices and systems including concepts such as the system development life cycle.

Task	Due
DIS to establish an appropriate training program to improve departmental knowledge of agreed upon topics, similar to change management and the system development life cycle.	Q4 2010
DIS, with ITAC, will develop high level goals and objectives to enhance interdepartmental cooperation.	Q1 2011
ITAC to adopt the goals and objectives and amend the charter.	Q3 2012

### Finding C11

*Some important organizational factors that normally support change management are not in place.*

*Recommendation: Implement process changes to strengthen change management and spur further technology adoption.*

### Action Plan

DIS recognizes that there have been challenges in communication, training and morale within the department. Addressing these issues requires several actions including improved communications, and evolving attitudes of openness; as well as providing staff with improved explanations and justifications of policies and other changes. DIS intends to establish more clearly defined goals and objectives to help drive a common understanding and direction with more emphasis on communication and feedback.

Task	Due
Utilize more two-way communication methods to encourage feedback and improve cooperation and morale. This will be done through meetings, workshops and surveys.	Q2 2010
Establish clear DIS goals and objectives which will be used to drive the business and provide direction within the entire DIS team.	Q1 2011

### Finding C12

*DIS is aggressively pushing the pace of enterprise change.*

*Recommendation: Determine the appropriate pace of change that the County can absorb.*

### Action Plan

DIS resources are a bottleneck in completing funded projects. Resources may be allocated to other projects causing funded projects to be delayed and, potentially, allowing their funding source to expire.

The DIS Business Plan will outline delivery strategies to address that problem. Outsourcing will be the prominent solution of this delivery strategy.

<b>Task</b>	<b>Due</b>
DIS will introduce some concepts for technology portfolio management in its next 30-Month Business Plan. Previous project classes have not been effective. DIS suggests the best solution right now is a hierarchy with funded projects first, then unfunded projects, then production support. Within the funded and unfunded classes, the portfolio system would be divided by the three subcommittees, Land, Administration, and Law and Justice. The Business Plan will propose a highly elastic outsourcing strategy to implement funded projects. (See G7.)	Q2 2010
Establish clear processes and well documented systems that permit departments and offices to present potential projects and vie for resources and priority through a ratified ITAC charter, and adopted project selection processes and systems. (See G7)	Q2 2010

### Finding C13

*The Council is considering moving the existing DIS relationship from the Executive to the Auditor.*

*Recommendation: Consider other reporting alternatives prior to making the decision to move the Department.*

#### Action Plan

DIS recommends this Action Plan be given a chance to demonstrate its worth. To date the ITAC and subcommittees are fully engaged in addressing most of the recommendations by MA.

### Finding C14

*There are disconnects in communications between DIS and the Network Administrators (NAGs).*

*Recommendation: Strengthen the level of cooperation, coordination, and communication between the County's NAGs.*

#### Action Plan

DIS has reintroduced the NAG meetings and collaboration is currently underway.

<b>Implementation Tasks</b>	<b>Due:</b>
Continue regularly scheduled meetings between DIS and the NAGs. NAGs to be informed of current DIS active projects in these meetings.	Q3 2010
Encourage input from the NAGs on future meeting agenda topics to initiate better collaboration.	Q3 2010
Assess the success of these changes through a survey to the NAGs and report findings.	Q1 2011