

Responses by Matthew Hymel to Requests for Clarification  
to County's Responses to Recommendations presented  
in the following Marin Civil Grand Jury Report:

***MARIN'S SOFTWARE SAGA CONTINUES – BUT IS THERE MERIT IN ATOM?***  
**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 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?

Response for Clarification: We expect to fully implement this recommendation in July when the project implementation effort begins.

April 2014 Update: We continue to expect to fully implement this recommendation in July when the project implementation effort begins.

**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?

Response for Clarification: We currently have a draft project plan and change management plan. We expect to finalize these plans once the selection of the new system vendor takes place by June 2014. These plans are dependent on the final selection of a vendor since the methodologies will differ among the various software vendors. As we develop these plans, they will be shared with our Ad Hoc working group that has been assembled to provide expertise outside review of our major project milestones.

April 2014 Update: We remain on track to finalize the project plan and change management plan once a selection of the new system vendor takes place by June 2014.

**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?

Response for Clarification: Regular briefings are currently presented to the Board of Supervisors based on project milestones. A progress dashboard report has been developed, and we will provide that as part of our next milestone update, which will be in the software selection phase where we narrow the field of vendors to the top two or three finalists. The project is estimated to enter the implementation phase in July 2014. At that time, we plan to begin providing at least quarterly updates to the Board of Supervisors.

April 2014 Update: On February 4, 2014, a briefing was held with the Board of Supervisors ATOM sub-committee. The agenda for this briefing was confined to narrowing the field of vendors to three finalists invited to come on site to demonstrate their software. The progress dashboard report was not presented at this time. The sub-committee will be meeting the first week of May 2014 for another briefing and the report will be presented and discussed as an agenda item at that meeting.

**REPORT RECOMMENDATION 5:** The BOS reduce MarIn's reliance on outside consultants and hire 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 5 years. A central lesson learned from the MERIT implementation is that we need to ensure that the project remains driven by staff, and that County staff develops the expertise to run the system independently. In some instances, however, 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 further 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?

Response for Clarification: We believe that we are largely following this recommendation as we consider contracts related to the ATOM system project. However, we are not recommending a formal Board policy with regard to selection and implementation of our financial system project that would limit the Board's discretion to only include the criteria stated in the Grand Jury's recommendation.

April 2014 Update: Nothing additional to report

**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.

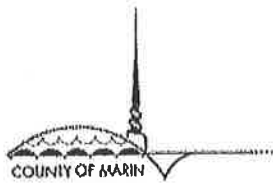
County's Response: This recommendation requires further analysis. Our bottom line is that we want to deliver a successful project implementation, and we will not be successful if we are dependent upon consultants. At the same time, we believe we will not be successful if we are

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?

**Response for Clarification:** We believe that we are largely following this recommendation as we consider contracts related to the ATOM system project. However, we are not recommending a formal Board policy that would limit the Board's discretion to only include the criteria stated in the Grand Jury's recommendation.

**April 2014 Update:** Nothing additional to report



Marin County Civil Grand Jury

April 7, 2014

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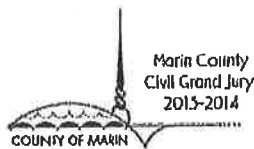
Re: Follow-up responses to 2013 Civil Grand Jury Report: *Marin's Software Saga Continues - But Is There MERIT in ATOM?*

Dear Matthew:

Thank you for your December 18, 2013 letter providing follow-up responses related to the above captioned report requested by Rich Treadgold and the Implementation Review Committee (IRC). Unfortunately, in order to post these responses on the Grand Jury website, the request for follow-up should have emanated from the seated Jury, rather than the IRC.

This letter represents a formal request for follow-up responses to "Marin Software Saga Continues - But Is There Merit in ATOM?" report. If you are in agreement that your responses are accurately represented in the attached document, would you please sign and return the enclosed copy of this letter? If any of the information has been updated since your December letter, please include those updates as well.

Thank you for your assistance.  
Sincerely,



*Vedra Abshuler* Foreperson

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The attached document represents my responses to your requests for clarification.

*M Hymel* \_\_\_\_\_ Date 4/27/14  
Matthew H. Hymel

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6/6/14