

November 1, 2022

The Honorable Wendy Getty
Hall of Justice
Department 306
600 Union Avenue
Fairfield, CA 94533

RE: Response to Finding and Recommendations 2021-2022 Grand Jury Report Entitled: **SOLANO COUNTY EMERGENCY RENTAL ASSISTANCE PROGRAM: A CASE STUDY**

Honorable Judge Getty:

Under Penal Code sections 933 and 933.05, on behalf of the Solano County Department of Information Technology, I am responding to the following recommendation contained in the 2021-2022 Grand Jury Report that pertain to matters under the control of the Department of Information Technology.

FINDING 3 – Technology continued to be a problem throughout ERAP implementation, delaying needed assistance.

Response to Finding 3:

The Solano County Department of Information Technology (DoIT) agrees with this finding.

RECOMMENDATION 3A - All technology issues be addressed and resolved by stakeholders before program implementation.

Response to Recommendations 3A:

This recommendation requires further analysis/this recommendation will not be implemented because not all technology issues can be identified before program implementation; however, DoIT has implemented an IT Delivery Framework following industry standard Information Technology Infrastructure Library (ITIL) guidelines, which will govern these types of activities going forward. These practices include categorization of issues identified ahead of program implementation and either (1) ensuring that they are resolved or (2) that internal stakeholders have an agreed upon workaround. Any issues that arise after program implementation are categorized by severity and addressed with commensurate urgency.

RECOMMENDATION 3B - When choosing software for a task, the county understands the needs of the program being implemented before selecting a software vendor.

Response to Recommendations 3B:

This recommendation has been implemented with an IT Delivery Framework following industry standard ITIL guidelines, which will govern these types of activities going forward.

RECOMMENDATION 3C - When working with a software vendor to implement a new program, confirm with all stakeholders using the product that necessary components of the software are available. All previous information needed for future reference by the program user be seamlessly migrated to the new system.

Response to Recommendations 3C:

This recommendation has been implemented with an IT Delivery Framework following industry standard ITIL guidelines, which will govern these types of activities going forward.

RECOMMENDATION 3D - When a new software system is required to implement a program with a flexible start date, allow sufficient time for complete field testing and training of all potential users before "going live."

Response to Recommendations 3D:

This recommendation has been implemented with an IT Delivery Framework following industry standard ITIL guidelines, which will govern these types of activities going forward.

RECOMMENDATION 3E - The county value the contractor's researched request for a specific software product.

Response to Recommendations 3E:

DoIT has implemented an industry best practice framework for onboarding net-new technology platforms. The evaluation process for new technology platforms includes opportunities for input from a variety of stakeholders and subject matter experts. Should a contracted implementation partner include subject matter expertise in platform selection, these inputs would be included during evaluation.

RECOMMENDATION 3F - DoIT be consistently involved with users of new software.

Response to Recommendations 3F:

This recommendation has been implemented. When the County Administrator's Office Analyst brought the technical challenges to DoIT's attention, DoIT immediately investigated and referred those items requiring vendor (Crowe LLP) intervention accordingly. Crowe LLP struggled to engage, which forced DoIT to initially escalate the issues within Crowe LLP and ultimately escalate directly to Microsoft because Crowe LLP is a Microsoft Business Partner.

FINDING 4 - ERAP program materials, including software forms, were not initially translated into Tagalog as mandated by the contract.

Response to Finding 4:

DoIT agrees with this finding.

RECOMMENDATION 4A - Ensure that all required translation materials are in place by the start of a program.

RECOMMENDATION 4B - During program implementation, ensure all materials, including software forms, are available in languages and formats to meet access needs.

Response to Recommendations 4A, 4B:

Recommendations 4A and 4B have been implemented. Business Requirement Traceability Matrix, User Acceptance Testing and Sign-Off are now incorporated, via our IT Delivery Framework, into every implementation to ensure defects are reported by the end user. If core functionality is broken or missing it will either be fixed before go-live or the stakeholders can make an informed decision to change the scope of the final deliverables.

Business Requirement Traceability Matrix is a testing artifact that keeps track of all the user requirements and the details of the test cases mapped to each of those requirements. It serves as a documented proof that all the requirements have been accounted for and validated to achieve their end purpose.

Sincerely,

Timothy P. Flanagan, Chief Information Officer
Solano County Department of Information Technology