



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

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December 1, 2022

To: Mazen Chilet, Chief Information Officer

From: Renee Kenney, Inspector General

Subject: Follow up Review for the Enterprise Project Plan - Commission Wide Information Technology Projects (CWIT) Audit Report – CW-002-2022

We have completed the follow-up review for the Enterprise Project Plan - Commission Wide Information Technology Projects (CWIT) Audit Report – CW-002-2022 dated March 7, 2022. The following is the result of the review:

Rec. #	Issue/ Recommendation	Issue Risk	Status	Revised Expected Completion Date
1	Enhance CWIT Project Status Report	High	Partially Resolved	December 2023
2	Modify Current Focus of IT Council	High	Unresolved	December 2023
3	Maintain CWIT Schedule	Low (*)	Partially Resolved	December 2023

(\*) – The OIG is not required to follow-up on low-risk audit recommendations. However, follow-up has been completed for recommendation #3, as it is closely related to recommendation #1.

Management provided sufficient additional information and clarification for us to conclude two of the three audit recommendations reviewed are partially resolved as some degree of progress has been made but they are not yet complete. One recommendation remains unresolved. The following details the status of the recommendations.

**Recommendation #1: Enhance CWIT Project Status Reports**

**Status:** Partially Resolved

**Background and Discussion:** CWIT project reporting (monthly and annual) did not provide the IT Council (i.e., Commission leadership) with essential information to support effective and fiduciary decision making.

The OIG recommend the following:

- Provide updates on all active projects (i.e., all activity codes on CWIT Schedule). Updates (i.e., reports) should reconcile to CWIT schedule.
- Provide a fluid summary of actual, encumbered, and estimated completion costs for each active CWIT project.
- Communicate key project dates such as RFP issuance, project kickoff, status of assigned action items (e.g. legal review), estimated project completion date, etc.

The Chief Information Officer (CIO) concurred with the recommendations and stated, “IT Council is working with, and has provided suggestions to, the CIO to improve the presentation of information to the IT Council as it performs its decision-making responsibilities.”

**Follow-Up Review:** A new reporting Teams based tool was developed to provide a more engaging and easier to use project status report. The CIO also added a standing meeting agenda item where the PMO Program Managers steps IT Council through the status of each active projects.

As part of follow-up testing, the OIG reviewed the new reporting tool and reached out to IT Council members to determine if the tool was meeting their needs. All in all, IT Council agreed it was a great start, but offered suggestions for further enhancements. Examples include:

- Include final projects that have not started
- Reduce lapse (currently 2-3) months in reporting actual project encumbrances
- Ensure all projects are listed (e.g., active, postponed, and yet to launch).
- Enhance project descriptions, including expected phases and expected timeframes
- Display funded budget, spending to date and budget remaining (include the dates even if the budget reporting is delayed)
- Include historical information (e.g., adoption/approval date of projects, etc.)
- Provide greater detail on funding such as departmental split

In addition, it was recommended, OICO should move away from paying a contractor to make updates to the content and structure of the reports, to better support a “living” document.

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**Management Follow-Up Response:** The Contractor who did the initial development will be contacted to work on incorporating all funded projects into the report.

**Revised Expected Completion Date:** Per the CIO, there is not a timeline for revising the tool due to the lack of available staff capacity to do so. The IG will request an update from the CIO in twelve months, (December 2023) during their follow-up of recommendation #2 (please see below).

**Recommendation #2: Modify Current Focus of IT Council**

**Status:** Unresolved

**Background and Discussion:** Executive level employees make up the Commission's IT Council. However, their knowledge and expertise are not being appropriately leveraged. Due to the CWIT project reporting deficiencies identified in recommendation #1 above, the Commission's IT Council tends to operate as a budget, resource and project approval body, instead of providing strategic direction for the Commission. Identified gaps include:

- Lack of a Commission wide strategic plan
- Documented system for prioritization of projects
- Lack of an IT Governance Vision statement

The CIO concurred with the audit recommendation and agreed to “work with the IT Council and CTOs to prepare an IT Strategic Plan that will be high level and identify the major areas of focus and goals the IT Council, representing Commission departments, wants to accomplish. These focus areas and goals should then be used to identify, develop, and prioritize future CWIT projects over the coming years”.

**Follow-Up Review:** An IT Strategic Plan has not been developed.

**Management Follow-Up Response:**

Strategic Plan - The CIO will draft an IT strategic plan motivated by the IT Council members agreement on project focus areas, priorities and funding. IT strategic plan is tentatively anticipated to be completed no later than December 2023. IT Council members will review, provide input and will be regularly engaged to generate departmental interest and ensure effective transformation after adoption of the strategic plan. The strategic plan will need to be reviewed on annual basis prior to the development of the next fiscal year's draft budgets. OCIO will investigate opportunities to utilize a consultant from Info Tech to help us set up a strategic plan.

Prioritization of Projects - We currently have two types of project priorities, one that is determined for us due to the software end of life or a business priority that is mandated through the Commission or compliance with an audit or legal requirement. The ERP end of life date set for April 2026 dictates the need to give the project the priority and the resources required for its success. Topics like Executive sponsorship need to be discussed. Also, prioritization for the rest of the projects is not fully developed yet.

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**Revised Expected Completion Date:** December 2023.

**Recommendation #3: Maintain CWIT Schedule**

**Status:** Partially Resolved

**Background and Discussion:** During initial audit fieldwork, the OIG concluded the CWIT Schedule, found in the Commission’s ERP application, Infor was not up to date.

**Follow-Up Review:** The OCIO continues to work with the Department of Finance to enhance the CWIT reports currently available in Infor.

The Finance and Budget teams have worked collaboratively on consolidating and closing completed or inactive projects.

The current financial report may be trailing the actual encumbrances by 2-3 months. Therefore, the current available balance in the Teams reporting tool may not be accurate due to this disparity. Report users have also recommended inclusion of additional drillable features.

**Management Follow-Up Response:** We will continue to try to create another report off of the one that is much easier to read.

**Revised Expected Completion Date:** December 2023

A copy of the original audit report has been included for your convenience.

Cc:

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