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# MEMORANDUM

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Date: December 7, 2017

To: Presiding Judge, Superior Court  
Elected Officials  
Department Directors

From: C.H. Huckelberry  
County Administrator

A handwritten signature in black ink, appearing to be "C.H. Huckelberry", with a small arrow pointing to the right.

Re: **Purchasing Commercial-off-the-Shelf Technology**

Technological innovation has enabled Pima County to address a myriad of important issues affecting our key functional areas. The County's success in dealing with these issues has driven a desire for further innovation that exceeds the IT Department's (ITD) ability to accommodate in a timely and effective manner. As a result, many department projects relying on IT resources have been delayed due to lack of resources and funding needed to modify Commercial-off-the-Shelf (COTS) software. The IT department simply cannot keep up with demand; and Pima County cannot afford to fund IT at the level needed to sustain this appetite for specialization. Specifically, ITD cannot continue developing software that is adapted to the unique desires of every County agency.

It is the overall strategy of Pima County to pursue Commercial-off-the-Shelf solutions to meet County technological requirements. This is generally a cost effective way to address our needs with high quality IT products from proven vendors. It is also a commonly accepted practice in government. From now on, ITD will focus the majority of its effort on fielding software systems that meet the basic needs of county government and are compatible with the County's existing IT program.

This means County departments must manage their expectations of IT support. Departments will need to find IT solutions that meet their basic need and adjust their workflow and functional processes to match the commercially available solution. IT will still be required to integrate the COTS solution into the County IT program, but the department will no longer develop large scale adaptations of software to accommodate the customer-driven desires of every department in the County.

ITD's primary focus will shift slightly from development to security, software integration and network management. The expectation is that this will moderate cost, reduce staff workload, and increase software integration and compatibility in the long term.

c: Jan Leshar, Chief Deputy County Administrator  
Tom Burke, Deputy County Administrator for Administration  
Carmine DeBonis, Deputy County Administrator for Public Works  
John Voorhees, Assistant County Administrator for Administration  
Nanette Slusser, Assistant County Administrator for Public Works  
Ellen Wheeler, Assistant County Administrator for Justice and Law  
Wendy Petersen, Assistant County Administrator for Justice and Law  
Dr. Francisco Garcia, Assistant County Administrator for Community and Health Services