



Kim Dawson &lt;kim.dawson@edcgov.us&gt;

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**Fw: Agenda # 1, File #:20-0989, BOS meeting on 07/28/2020**

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Anirudha Pandey <anirudhap@hotmail.com>  
To: "kim.dawson@edcgov.us" <kim.dawson@edcgov.us>  
Cc: Anirudha Pandey <anirudhap@hotmail.com>

Mon, Jul 27, 2020 at 11:14 AM

Hello Kim,

I would like to give my comments to above file # 20-0989 and bring to the attention of the BOS. That because of lots misunderstandings and unusual behavior between Director, I.T. and Kumar Pandey, Deputy Director, IT; HR Director Tameka decided to hire one mediator to make the situation better and productive.

First round of telephonic interview was done by Lynn, Mediator and It was decided to have face to face meeting between both parties on 2nd July. I had booked a trip from 2nd to 6th July but for the mediation I had to cancel my trip. Unfortunately, I felt horrible in the evening of 1st July and had to visit Dr. on 2nd July which caused cancellation of mediation.

In between Tonya became very angry, and we exchanged couple of emails. As I have mentioned Tonya's style of leadership is trustless, Bossy, autocratic, demining, short-tempered, hostile. For this I had sent one-time email to all BOS around middle of April, 2020 time frame. Because currently I don't have access to EDC email, I am unable to attach those emails.

In the email exchange I also mentioned to Tonya:

1. not to mention about my reason sickness or let's say my sickness problems to anyone else.
2. Put face mask, in the office which was needed I also mentioned couple of incidents where she was without mask in office party, meetings and in my office.
3. I also said her not to talk to any racial topics in the office and quoted one example.
4. At one Point for no reason, she told that I have FALSIFIED time-sheet and she approved it after adjusting hours. I took it very seriously and requested Tameka to take action against her because of using such words for no reason. She didn't like it but adjusted my hours.
5. These all email exchanges happened between July 6th to July 10th, 2020.
6. Tameka was going to reschedule another day for mediation
7. These all emails can be verified which became ingredients to take this RIF decision to fulfill her self-ego of Director, IT. But OfCourse it is not in the best interest of County of El Dorado.

I am enclosing those emails, which was sent to Lynn.

The higher management and BOS can take a survey from supervisors and managers and employees of IT, about her attitude and horrible behavior. Specially she is very harsh to her direct reports.

So, in conclusion this is a biased decision about RIF of 2 managerial employees and hiring two similar employees. This is absolutely not in the best interest of County.

Please send the acknowledgement and do the needful to put this comment for BOS's consideration.

Regards,  
Anirudha Pandey (Kumar)  
Ph - 562-881-5883

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**18 attachments**

-  **1\_email\_1217.pdf**  
78K
-  **2\_remoteWorkingResponse1223.pdf**  
108K
-  **5\_TimeCard\_Trust\_0107.pdf**  
136K
-  **9\_Vac\_Respond0115.pdf**  
88K
-  **10\_MyReactionStarted\_0115.pdf**  
148K
-  **11\_CureLetter\_Threat.pdf**  
116K
-  **12\_meeting\_bossy0121.pdf**  
138K
-  **15\_Hostilemeeting\_Union\_bossy\_0130.pdf**  
138K
-  **16\_WritingskillConflicts\_0207.pdf**  
134K
-  **17\_RepetitiveCoachingUnnecessary\_0323.pdf**  
126K
-  **18\_OTBios0423.pdf**  
101K
-  **20\_BiosedDecisionConference.pdf**  
88K
-  **21RiskTaker\_0316.pdf**  
112K
-  **23\_IrritatingandDiminingEmailResponse\_0323\_2.pdf**  
295K
-  **24\_Tonya\_Manipulations\_0210.pdf**  
123K
-  **26\_TonyaPMO\_Decision&flipSoon.pdf**  
257K
-  **30\_Tonya\_CureLetterHandelling.pdf**  
84K
-  **32\_CONTRACT MANAGER Decision changed in two days.pdf**  
143K

**County of El Dorado**

Planning and Building Department

2850 Fairlane Court

Placerville, CA 95667

(530) 621-5132

tiffany.schmid@edcgov.us



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A Great Place to Live, Work & Play

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Mon, Dec 16, 2019 at 5:09 PM

Please reply to this request and include me in the response.

Sent from my iPhone

Begin forwarded message:

**From:** Bill O'Neill <bill.oneill@edcgov.us>  
**Date:** December 16, 2019 at 4:26:34 PM PST  
**To:** Tiffany Schmid <tiffany.schmid@edcgov.us>, Tonya Digiorno <tonya.digiorno@edcgov.us>  
**Cc:** Sandra Kesler <sandra.kesler@edcgov.us>, Douglas Nelson <douglas.nelson@edcgov.us>, Laura Schwartz <laura.schwartz@edcgov.us>, Kumar Pandey <kumar.pandey@edcgov.us>  
**Subject: RE: TRAKiT Temporary Shut-down**

[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Mon, Dec 16, 2019 at 5:10 PM

We will decide about shut-down of TRAKiT tomorrow morning.

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Mon, Dec 16, 2019 at 5:11 PM



Sure!

[Quoted text hidden]

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**Douglas Nelson** <douglas.nelson@edcgov.us>

Tue, Dec 17, 2019 at 11:54 AM

To: Bill O'Neill <bill.oneill@edcgov.us>

Cc: Tiffany Schmid <tiffany.schmid@edcgov.us>, Tonya Digiorno <tonya.digiorno@edcgov.us>, Sandra Kesler <sandra.kesler@edcgov.us>, Laura Schwartz <laura.schwartz@edcgov.us>, Kumar Pandey <kumar.pandey@edcgov.us>, Douglas Nelson <douglas.nelson@edcgov.us>

Hi Tiffany,

We had previously discussed the need to turn the environment off, but had not made a final decision yet. Sandra, Janice, and I discussed this topic this morning and believe that since we won't be loading fees until after 5 pm on Friday there is no need to turn anything off. We will be loading the fees starting at 5pm and working through the weekend as necessary to complete the process. I hope this clarifies what our plans are.

Thanks,  
Doug

On Mon, Dec 16, 2019 at 4:26 PM Bill O'Neill <bill.oneill@edcgov.us> wrote:

[Quoted text hidden]

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Doug Nelson  
Business Systems Analyst 2  
County of El Dorado, Information Technology Department  
[360 Fair Lane, Placerville, CA 95667](#)  
(530) 621-5821

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>

Tue, Dec 17, 2019 at 11:58 AM

To: Kumar Pandey <kumar.pandey@edcgov.us>

Hi Kumar,

I didn't see a reply from you, so it appears we are unresponsive. Did you work with the business? Please provide an update.

[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>

Tue, Dec 17, 2019 at 12:01 PM

To: Tiffany Schmid <tiffany.schmid@edcgov.us>, Tonya Digiorno <tonya.digiorno@edcgov.us>

Cc: Sandra Kesler <sandra.kesler@edcgov.us>, Laura Schwartz <laura.schwartz@edcgov.us>, Douglas Nelson <douglas.nelson@edcgov.us>

Hi Tiffany,

I hope Doug's email clears all doubts, please let me know if you or your team has any questions.

Thanks,  
Kumar

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

On Tue, Dec 17, 2019 at 11:55 AM Douglas Nelson <douglas.nelson@edcgov.us> wrote:

[Quoted text hidden]





Kumar Pandey <kumar.pandey@edcgov.us>

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## My schedule next week

6 messages

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>  
Cc: Jon Henry <jon.henry@edcgov.us>

Fri, Dec 20, 2019 at 2:05 PM

Hi Tonya,

I am heading out soon and it has been marked in the calendar. **On 23rd December (Monday) I will be working remotely** and on 26th & 27th December I will be here in the office, so you can plan your schedule accordingly. As I have told earlier on 30th and 31st December I will be here in the office.

Thank You!

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**Jon Henry** <jon.henry@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>  
Cc: Tonya Digiorno <tonya.digiorno@edcgov.us>

Fri, Dec 20, 2019 at 2:10 PM

I'll be on the office Monday, and on VA Thursday -Friday. I may take 1/31 afternoon off...will let you know.

[Quoted text hidden]

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**Jon Henry**  
**Deputy Director**  
Information Technologies  
County of El Dorado  
530-621-5452



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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>  
Cc: Jon Henry <jon.henry@edcgov.us>

Mon, Dec 23, 2019 at 8:18 AM

Hi Kumar,

**It was my understanding you were OFF today and in the office Thursday and Friday.**

**If you are teleworking, can you please let me know what you will be working on remotely?** I'd also like to understand the telework process. Do manager's telework? Do you plan to be here or call into our 10:30 manager's meeting?? If not, I'll reschedule.



On Fri, Dec 20, 2019 at 2:05 PM Kumar Pandey <kumar.pandey@edcgov.us> wrote:

[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>  
Cc: Jon Henry <jon.henry@edcgov.us>

Mon, Dec 23, 2019 at 9:04 AM

Good morning Tonya!

I will be working on documentation of process of PMO framework. Generally we let supervisor (YOU) know in advance if its occasional or 1/2 days of telework. Yes managers do telework. I am in Portland and can call in 10.30 AM manager's meeting given the ph number also I can be reached at 562-881-5883. Is up to you about rescheduling. It will be our first manager's meeting so in my view better to be face to face. I have also attached the telework policy for your reference. I don't mind taking off if you don't feel comfortable.

Thanks,  
Kumar

[Quoted text hidden]

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 **Telework Policy Adopted 3-6-18 Fillable.pdf**  
267K

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>  
Cc: Jon Henry <jon.henry@edcgov.us>

Mon, Dec 23, 2019 at 9:29 AM

Hi Kumar,  
Thank you for sharing the telework policy.

Since you are out of town, visiting family, I would prefer you to just take the day and enjoy your time visiting. Work can wait for your return. I'd like to speak with you about my expectations for the PMO standard operating procedures, so it should wait until we can talk.

I agree, a face to face would be better for our first manager's meeting. Plus I'd like to include first line manager's at first.

I will reschedule our manager's meeting for next week.

[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>  
Cc: Jon Henry <jon.henry@edcgov.us>

Mon, Dec 23, 2019 at 9:41 AM

This will be better. Thanks for understanding.

[Quoted text hidden]



Kumar Pandey <kumar.pandey@edcgov.us>

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## Arlen Dockter's Time Card

14 messages

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**Tonya Banks** <tonya.banks@edcgov.us>

Mon, Jan 6, 2020 at 4:32 PM

To: Doc Dockter <arlen.dockter@edcgov.us>, Kumar Pandey <kumar.pandey@edcgov.us>, Tonya Digiorno <tonya.digiorno@edcgov.us>, Kerri Williams-Horn <kerri.williams-horn@edcgov.us>

Hello,

I believe that the holiday hours on Doc's time card are incorrect. Per the formula Payroll has directed us to use (based on Trades & Crafts MOU), I calculate he should be paid 3.36 hours for each of the 3 holidays. His time card as submitted shows 4, 4, and 7 hours for 12/24, 12/25, and 1/1 respectively.

Here is the formula:

**Formula used to calculate Scheduled Holiday (SH) hours per holiday was**

$((\text{Normal Hours} * 0.10) * \text{NbrHolidays}) + \text{Actual Hrs Keyed} ) * 0.10$

*Actual Hrs Keyed includes Reg Worked, Accruals Taken, Jury Duty, Union Release Time.*

This formula should continue to be used for part-time MA and TC moving forward.

Regards,

**Misty Garcia**, PHR, AWI-CH, MBA

Sr. Human Resources Analyst

**County of El Dorado**

Human Resources Department

330 Fair Lane, Placerville, CA 95667

(530) 621-5388

[misty.garcia@edcgov.us](mailto:misty.garcia@edcgov.us)

Since final sign off has already been done, to correct the time card will require Tonya D requesting it back from Payroll.

Thank you,

**Tonya Banks**

Fiscal Technician

Chief Administrative Office

El Dorado County

(530) 621-5573

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>

Mon, Jan 6, 2020 at 4:35 PM

To: Tonya Banks <tonya.banks@edcgov.us>

Cc: Doc Dockter <arlen.dockter@edcgov.us>, Kumar Pandey <kumar.pandey@edcgov.us>, Kerri Williams-Horn <kerri.williams-horn@edcgov.us>

Ok, thanks. Who from payroll should I make the request?

[Quoted text hidden]

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Tonya Digiorno, Director of Information Technologies

El Dorado County

[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)

Phone: 530-919-9810

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**Tonya Banks** <tonya.banks@edcgov.us>

Mon, Jan 6, 2020 at 4:39 PM

To: Tonya Digiorno <tonya.digiorno@edcgov.us>



Cc: Doc Dockter <arlen.dockter@edcgov.us>, Kumar Pandey <kumar.pandey@edcgov.us>, Kerri Williams-Horn <kerri.williams-horn@edcgov.us>

I would ask Tim Moore.

Also, I see another needed correction. Will send that in a separate email.

Thank you,

**Tonya Banks**  
Fiscal Technician  
Chief Administrative Office  
El Dorado County

(530) 621-5573

[Quoted text hidden]

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Tim Moore <tim.moore@edcgov.us>  
Cc: Kumar Pandey <kumar.pandey@edcgov.us>, Tonya Banks <tonya.banks@edcgov.us>

Mon, Jan 6, 2020 at 4:43 PM

Hi Tim,

Apparently, there's still so much to learn. LOL

Can you please assist with unapproving time for Arlen Dockter? We need to make corrections asap.

Stay tuned, I believe there's one more coming from Tonya Banks.

[Quoted text hidden]

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**Tim Moore** <tim.moore@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>  
Cc: Kumar Pandey <kumar.pandey@edcgov.us>, Tonya Banks <tonya.banks@edcgov.us>

Tue, Jan 7, 2020 at 8:11 AM

Good morning,

No worries. Jon and Doc's signoff have been removed.

Thanks,

Tim Moore  
County of El Dorado  
Auditor-Controller/Payroll Division  
Direct 530.621.5485  
Fax 530.295.2564

[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tim Moore <tim.moore@edcgov.us>  
Cc: Tonya Digiorno <tonya.digiorno@edcgov.us>, Tonya Banks <tonya.banks@edcgov.us>

Tue, Jan 7, 2020 at 8:23 AM

Good morning Tonya!

I just fixed and approved it. Can you please check it, so that it can be resubmitted.

Thanks,  
Kumar

[Quoted text hidden]

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>  
Cc: Tim Moore <tim.moore@edcgov.us>, Tonya Banks <tonya.banks@edcgov.us>

Tue, Jan 7, 2020 at 8:50 AM

Hi Kumar,  
Just looked, after approving, augh, it was supposed to be 3.36, and you entered 3.37, why the discrepancy?

[Quoted text hidden]

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**Tonya Banks** <tonya.banks@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>  
Cc: Tim Moore <tim.moore@edcgov.us>, Tonya Digiorno <tonya.digiorno@edcgov.us>

Tue, Jan 7, 2020 at 8:57 AM

Did Kronos round up to 3.37 hrs? Just wondering. Otherwise, looks good.

**Tonya Banks**  
Fiscal Technician  
Chief Administrative Office  
El Dorado County

(530) 621-5573

On Tue, Jan 7, 2020 at 8:23 AM Kumar Pandey <kumar.pandey@edcgov.us> wrote:  
[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Banks <tonya.banks@edcgov.us>  
Cc: Tim Moore <tim.moore@edcgov.us>, Tonya Digiorno <tonya.digiorno@edcgov.us>

Tue, Jan 7, 2020 at 8:58 AM

Yes, it did.

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

[Quoted text hidden]

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Tue, Jan 7, 2020 at 9:00 AM

Curious why the original instructions were not followed. Please advise.

This does not reflect well on us.  
[Quoted text hidden]

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**Tim Moore** <tim.moore@edcgov.us>  
To: Tonya Banks <tonya.banks@edcgov.us>  
Cc: Kumar Pandey <kumar.pandey@edcgov.us>, Tonya Digiorno <tonya.digiorno@edcgov.us>, Amanda Earnshaw <amanda.earnshaw@edcgov.us>

Tue, Jan 7, 2020 at 9:32 AM 

Good morning,

That happens occasionally in Kronos, it appears to be due to 0.36 hours being 21.6 minutes, so it rounds to 22 minutes and then becomes 0.366666, so 0.37...

Tim Moore  
County of El Dorado  
Auditor-Controller/Payroll Division  
Direct 530.621.5485  
Fax 530.295.2564

On Tue, Jan 7, 2020 at 8:57 AM Tonya Banks <[tonya.banks@edcgov.us](mailto:tonya.banks@edcgov.us)> wrote:  
[Quoted text hidden]

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**Kumar Pandey** <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>  
To: Doc Dockter <[arlen.dockter@edcgov.us](mailto:arlen.dockter@edcgov.us)>  
Cc: Michael White <[michael.white@edcgov.us](mailto:michael.white@edcgov.us)>

Tue, Jan 7, 2020 at 9:52 AM

Hi Doc,  
Hope you understand this formula if not please let me know and I will explain to you:

$((\text{Normal Hours} * 0.10) * \text{NbrHolidays}) + \text{Actual Hrs Keyed} ) * 0.10$

Moving forward please use this to key your Kronos. If there is any doubt, please ask for clarification.

Thanks,  
Kumar

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

On Mon, Jan 6, 2020 at 4:33 PM Tonya Banks <[tonya.banks@edcgov.us](mailto:tonya.banks@edcgov.us)> wrote:  
[Quoted text hidden]

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**Kumar Pandey** <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>  
To: Tonya Digiorno <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>

Tue, Jan 7, 2020 at 9:58 AM

We were not aware about this formula. Now it will be helpful for future verification. Doc has been also advised to use this formula and in case of any doubt ask for the clarification. Users are still exploring Kronos.  
It should not happen again.

Thanks,

[Quoted text hidden]

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**Doc Dockter** <[arlen.dockter@edcgov.us](mailto:arlen.dockter@edcgov.us)>  
To: Kumar Pandey <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>  
Cc: Michael White <[michael.white@edcgov.us](mailto:michael.white@edcgov.us)>

Tue, Jan 7, 2020 at 1:24 PM

Thank you for the clarification.  
[Quoted text hidden]





Kumar Pandey <kumar.pandey@edcgov.us>

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## Update

2 messages

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Wed, Jan 15, 2020 at 11:27 AM

Please provide an update on TrakIT production issue and the impact since discovered on 12/31/19.



I didn't realize you were going to be out this morning. Please notify me when you are out half day or more. I need to know where my direct reports are, so better communication will help.

Thanks Kumar

Sent from my iPhone

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Wed, Jan 15, 2020 at 1:24 PM

Still they are fixing problems on TRAKiT, it's too early for impact.

Normally, one email is generated and sent to everyone when we put VAC on calendar. Did you get email or not? If not we may request Lenny to get it fixed or we can text about it.



Thanks!

[Quoted text hidden]



Kumar Pandey <kumar.pandey@edcgov.us>

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## Fwd: TRPA Fee Update

4 messages

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Janice Poirier <janice.poirier@edcgov.us>

Tue, Jan 14, 2020 at 11:06 AM

To: Jennifer Larson <jennifer.larson@edcgov.us>, Laura Friestad <laura.friestad@edcgov.us>, LeeAnn Scheuring <leeann.scheuring@edcgov.us>, Laura Schwartz <laura.schwartz@edcgov.us>, Becky Morton <becky.morton@edcgov.us>, Sandra Kesler <sandra.kesler@edcgov.us>, Kumar Pandey <kumar.pandey@edcgov.us>, Douglas Nelson <douglas.nelson@edcgov.us>

Cc: Donald Knight <don.knight@edcgov.us>, Thomas Burnette <tom.burnette@edcgov.us>, Tiffany Schmid <tiffany.schmid@edcgov.us>

Hello Everyone

I am forwarding the new TRPA Fee Schedule, effective January 31, 2020.

Most fees will just need to be updated, some are new fees that will need to be added and some are fees that will not apply to us at all.

I have been working on a copy of the spreadsheet to work out what fees need new account codes, names and new formulas.

I will have that completed this week. Once it is determined what fees need account codes I will forward that information to you.

Please let me know if you have any questions.

Thank you

----- Forwarded message -----

From: **Donald Knight** <don.knight@edcgov.us>

Date: Fri, Nov 15, 2019 at 2:39 PM

Subject: Fwd: TRPA Fee Update

To: Janice Poirier <janice.poirier@edcgov.us>

Would you please work with Doug and Sandra to update these?

Thanks,

----- Forwarded message -----

From: **Brendan Ferry** <brendan.ferry@edcgov.us>

Date: Fri, Nov 15, 2019 at 12:05 PM

Subject: Fwd: TRPA Fee Update

To: Thomas Burnette <tom.burnette@edcgov.us>, Donald Knight <don.knight@edcgov.us>, Alice Schlick <alice.schlick@edcgov.us>, Melanie Shasha <melanie.shasha@edcgov.us>, Janice Poirier <janice.poirier@edcgov.us>

Hello All,

FYI on TRPA's Filing Fee schedule.

**Brendan Ferry**  
Planning Manager

**El Dorado County**  
Long Range Planning  
924 B Emerald Bay Rd.  
South Lake Tahoe, CA 96150  
(530) 573-7905

----- Forwarded message -----

From: **Brandy McMahon** <[bcmahon@trpa.org](mailto:bcmahon@trpa.org)>

Date: Wed, Nov 13, 2019 at 12:01 PM

Subject: TRPA Fee Update

To: Heather Beckman <[HBeckman@placer.ca.gov](mailto:HBeckman@placer.ca.gov)>, Brendan Ferry <[Brendan.Ferry@edcgov.us](mailto:Brendan.Ferry@edcgov.us)>, Hilary Roverud <[hroverud@cityofslt.us](mailto:hroverud@cityofslt.us)>, John Hitchcock <[jHitchcock@cityofslt.us](mailto:jHitchcock@cityofslt.us)>

Cc: Alyson Borawski <[aborawski@trpa.org](mailto:aborawski@trpa.org)>

Dear MOU Partners,

TRPA's Operation Committee is going to be receiving an informational briefing on the annual Consumer Price Index (CPI) adjustment (3% this year) to the TRPA Filing Fee Schedule on November 20<sup>th</sup>. I attached a copy of the staff report and proposed fee schedule. The new fees will go into effect on January 28<sup>th</sup>. If you have questions, please contact Aly Borawski at (775) 589-5229 or [aboawski@trpa.org](mailto:aboawski@trpa.org).

Sincerely,

Brandy McMahon, AICP

Local Government Coordinator

Current Planning Division

Tahoe Regional Planning Agency

P.O. Box 5310, Stateline, NV 89449

(775) 589-5274

[bcmahon@trpa.org](mailto:bcmahon@trpa.org)

**From:** Alyson Borawski <[aborawski@trpa.org](mailto:aborawski@trpa.org)>

**Sent:** Wednesday, November 13, 2019 11:43 AM

**To:** Brandy McMahon <[bcmahon@trpa.org](mailto:bcmahon@trpa.org)>

**Subject:** FW: Nov GB Staff Report

Thanks Brandy!

**From:** Marja Ambler <[mambler@trpa.org](mailto:mambler@trpa.org)>

**Sent:** Wednesday, November 13, 2019 11:42 AM

**To:** Alyson Borawski <[aborawski@trpa.org](mailto:aborawski@trpa.org)>

**Subject:** Nov GB Staff Report



Marja Ambler  
Management Assistant  
775-589-5287  
[mambler@trpa.org](mailto:mambler@trpa.org)

--

**Donald Knight**  
Deputy Building Official

**County of El Dorado**  
Community Development Agency  
Development Services Division, Building Services  
2850 Fairlane Court  
Placerville, CA 95667  
(530) 621-6563  
[don.knight@edcgov.us](mailto:don.knight@edcgov.us)

--

**Janice Poirier**  
Supervising Development Technician

**County of El Dorado**  
Community Development Services  
Planning & Building Department  
2850 Fairlane Court  
Placerville, CA 95667  
(530) 621-5197  
[janice.poirier@edcgov.us](mailto:janice.poirier@edcgov.us)

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**2 attachments**



**Operations & Governance Committee Agenda Item No. 5 Filing Fee Schedule Staff Report.pdf**  
1194K



**Draft Filing Fee Schedule Update\_111319.pdf**  
384K

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**Kumar Pandey** <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>  
To: Tonya Digiorno <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>

Tue, Jan 14, 2020 at 1:19 PM

**FYI - Don't know how much but we are looking forward for another overtime opportunity for TRAKIT folks**

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**2 attachments**

**Operations & Governance Committee Agenda Item No. 5 Filing Fee Schedule Staff Report.pdf**

 1194K

 **Draft Filing Fee Schedule Update\_111319.pdf**  
384K

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Tue, Jan 14, 2020 at 1:46 PM

Why can't they complete it during work hours? Under what basis do you come to this conclusion?



I do not approve unless there's a valid reason these changes need to be completed on the weekend.

[Quoted text hidden]

--

Tonya Digiorno, Director of Information Technologies  
El Dorado County  
[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)  
Phone: 530-919-9810

---

**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Wed, Jan 15, 2020 at 2:29 PM

I fill it as over reaction to this notification. I had just forwarded you a prior information what I got from them without any hours estimation which could be 0 to XYZ which will be determined later on. It might dent to motivation of those non-exempt folks - It is just my feeling.

Thanks,

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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Kumar Pandey <kumar.pandey@edcgov.us>

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## Expectations

5 messages

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Mon, Jan 13, 2020 at 9:42 AM

Hi Kumar,

As stated this morning, we need to understand the resolution path and hold them to the contract terms. I'm going to ask you again, to read the contract and provide me the path forward. It's critical to follow the terms of the contract consistently.

In addition, I assigned to you, on Friday, to develop a Cure Letter by noon today.

Jon provided a template for you, so please ensure you understand the contract and write the Letter. I'd like to have Counsel review today. Time is of the essence.

I'm in a Good Governance meeting with the Board, so I will assume you will take care of this and I will meet up with you following the meeting.

Thanks Kumar,

--

Tonya Digiorno, Director of Information Technologies  
El Dorado County  
[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)  
Phone: 530-919-9810

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Fri, Jan 17, 2020 at 2:56 PM

Are you going to write the cure letter or changed the plan now.

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

[Quoted text hidden]

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Fri, Jan 17, 2020 at 3:08 PM

Wait, are you asking me to write your Cure Letter? No, you, as the PM, need to update the CURE Letter, IF you believe that's the direction we should go.

The reason I asked for a Cure Letter, is 1) you haven't provided me enough information to understand, was hopeful the Cure Letter would contain the detail, it did not; and 2) I thought it would drive you to actually read the contract I've been asking you to read and understand and you would come back to me with a recommendation.

The letter you provided is not ready and you will need to work on it to prepare the facts, if that's the direction you are recommending. Is a CURE letter the only way to handle this situation, according to the contract terms? Are there any pre-steps we are obligated to take prior to a Cure Letter? Please advise.

Have you received an incident report from Central Square? Read the terms for Incident response, are they in compliance or not?

I've attached my suggestions within your draft Cure Letter, this document was poorly written and needs to be updated by you .

[Quoted text hidden]





**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Fri, Jan 17, 2020 at 3:22 PM

Kumar,

As the PM, you will need to come to me with your recommendations. According to your duty statement, "Performance of work requires the use of considerable independence, initiative and discretion within established guidelines"

The time we've been spending nearly daily, and my repeated requests, are not in alignment with your responsibilities and duties as a Deputy Director or Project Manager. I certainly hope you will start delivering the Weekly Status Reports and the various Project Management documentation to drive this project to completion and gain some trust with our business partners.

As stated before, this will be included in your annual evaluation, so I'm providing you the opportunity to turn things around and actually start performing the PM tasks assigned in mid-December. I have yet to observe any follow-up to my repeated requests for weekly Status Reports (for sponsors/stakeholders/project team), a detailed and resources loaded project schedule, Risk/Issue management and communication plan. If you have a different way to manage the triple constraints and communicate consistently, then let's discuss. These tasks I'm requesting are rudimentary tasks for Project Management.

Your first evaluation will be completed at the end of February, as you guaranteed me a successful deployment on February 9th. The date already changed to 2/18, with no communication to the business, no steering committee agreement and no risk or issue indicating a possible schedule slippage.

We can discuss further at our daily evening standup.

On Fri, Jan 17, 2020 at 2:57 PM Kumar Pandey <kumar.pandey@edcgov.us> wrote:

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Fri, Jan 17, 2020 at 4:25 PM

Tonya,

I am not recommending you for the cure letter, it was your decision based on the SMIP incident. I just wanted to know it is still in our action list or not.

It was my first cure letter here and I was expecting some errors in its legality and I feel sorry for that. Normally cure letters are proofread by Counsels. It should be better next time.

Weekly project status is already there I just have to tweak its format and I can make it delivered once we know our all partners.

I am getting it as threatening for my evaluations. Thanks for the opportunity but it should not come as a threat. I have said you before also, PM can change or motivate projects with some reengineering approach but he is not having any magic stick which will change things overnight.

I have assured you not guaranteed you to make it happen and most likely it should be okay.

What I am observing here, we are putting lots of time only on emails and repeating same discussions. We got to avoid it to be more productive and motivated.

Kumar Pandey, MPA, PMP  
Deputy Director, IT



Kumar Pandey <kumar.pandey@edcgov.us>

## TrakIT PM resource - Intro and planning

4 messages

tonya.digiorno@edcgov.us <tonya.digiorno@edcgov.us>

Tue, Jan 21, 2020 at 9:28 AM

Reply-To: tonya.digiorno@edcgov.us

To: tom.burnette@edcgov.us, creighton.avila@edcgov.us, kumar.pandey@edcgov.us, tonya.digiorno@edcgov.us, Donald Knight <don.knight@edcgov.us>, tiffany.schmid@edcgov.us

This meeting will be canceled due to conflicts. The meeting has been reassigned to Kumar and will be rescheduled.

### TrakIT PM resource - Intro and planning

When Tue Jan 21, 2020 10am – 11am Pacific Time - Los Angeles

Where Building B-Lower Level-IT-Admin Conf. Room (20) ([map](#))

Who

- [tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us) - organizer
- Donald Knight
- [kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)
- [tiffany.schmid@edcgov.us](mailto:tiffany.schmid@edcgov.us)
- [tom.burnette@edcgov.us](mailto:tom.burnette@edcgov.us)
- [creighton.avila@edcgov.us](mailto:creighton.avila@edcgov.us)

The intent of this meeting is to introduce you to Kumar and discuss the activities necessary to successfully complete the TrakIT project.

Kumar was assigned as the PM for TrakIT in early December. Kumar and I would like to meet with all of you to share his role on the project and how he intends to manage the Scope, Schedule and Cost; Risk and Issue management; and communicate the progress and key decisions by distributing weekly status reports.

Kumar has been coming up to speed and will be attending and facilitating meetings in the near future.

I've requested Kumar's support in following, in addition to the above mentioned activities:

1. Re-establishing the baseline of the project (Remaining scope and Schedule to complete);
2. Develop a communication plan;
3. Develop a schedule;
4. Re-initiate the Executive Steering Committee Meetings. These are important to keep the lines of communication open and to understand who the decision makers are and how best to communicate to Stakeholders, Sponsors and the project team in a consistent manner.

tonya.digiorno@edcgov.us <tonya.digiorno@edcgov.us>

Tue, Jan 21, 2020 at 9:53 AM

Reply-To: tonya.digiorno@edcgov.us

To: kumar.pandey@edcgov.us, tonya.digiorno@edcgov.us

Kumar, this was to be the first thing you did when you left my office. The meeting is now schedule to happen in 8 minutes, with no cancellation.

You have been assigned the ownership of this meeting, please cancel as we discussed this morning.

### TrakIT PM resource - Intro and planning



When Tue Jan 21, 2020 10am – 11am Pacific Time - Los Angeles

Where Building B-Lower Level-IT-Admin Conf. Room (20) ([map](#))

Who

- [kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us) - organizer
- [tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us) - creator
- Donald Knight
- [tiffany.schmid@edcgov.us](mailto:tiffany.schmid@edcgov.us)
- [tom.burnette@edcgov.us](mailto:tom.burnette@edcgov.us)
- [creighton.avila@edcgov.us](mailto:creighton.avila@edcgov.us)

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**Tonya Digiorno** <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>

Tue, Jan 21, 2020 at 10:00 AM

To: Kumar Pandey <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>, Tonya Digiorno <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>

In case you need the body of the TrakIT invite:

The intent of this meeting is to introduce you to Kumar and discuss the activities necessary to successfully complete the TrakIT project.

Kumar was assigned as the PM for TrakIT in early December. Kumar and I would like to meet with all of you to share his role on the project and how he intends to manage the Scope, Schedule and Cost; Risk and Issue management; and communicate the progress and key decisions by distributing weekly status reports.

Kumar has been coming up to speed and will be attending and facilitating meetings in the near future.

I've requested Kumar's support in following, in addition to the above mentioned activities:

1. Re-establishing the baseline of the project (Remaining scope and Schedule to complete);
2. Develop a communication plan;
3. Develop a schedule;
4. Re-initiate the Executive Steering Committee Meetings. These are important to keep the lines of communication open and to understand who the decision makers are and how best to communicate to Stakeholders, Sponsors and the project team in a consistent manner.

[Quoted text hidden]

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Tonya Digiorno, Director of Information Technologies  
El Dorado County  
[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)  
Phone: 530-919-9810

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**Kumar Pandey** <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>

Tue, Jan 21, 2020 at 10:26 AM

To: Tonya Digiorno <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>

Tonya,

I had to attend a meeting at 9.00 for which I was already late and then I started looking into emails, where I noticed you have written 3 similar messages in your 3 emails which was delivered at 9.05, 9:22 and 9.24. This way we are not making much progress.

I didn't say I am going to cancel the meeting which has been created by you. Instead of assigning the ownership you could have cancelled it in one step rather assigning , accepting and cancelling (3 steps).

The objective of the meeting was to introduce PM, and you had written the content/agenda for me, to avoid self introduction by myself. This way we are totally killing the objective of the meeting, in my view.

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado



Kumar Pandey <kumar.pandey@edcgov.us>

## TrakIT contract

5 messages

Tonya Digiorno <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Wed, Jan 29, 2020 at 5:16 PM

Hi Kumar,

I noticed a few things we are not adhering to within the contract and need you to be more aware of these items.

Page 5: CONSULTANT's Project Manager: CONSULTANT designates Michael Truncale, Project Manager for SunGard's TRAKiT team, as its Project Manager for this Agreement. CONSULTANT's Project Manager, or COUNTY-approved designee, shall be accessible to COUNTY's Contract Administrator, or designee, during normal COUNTY working hours and shall respond within twenty-four (24) hours to COUNTY inquiries or requests. CONSULTANT's Project Manager shall be responsible for all matters related to CONSULTANT's personnel and operations including, but not limited to (1) assigning qualified personnel to perform the required work and to prepare the deliverables required by Exhibit A and in the individual Task Orders and Work Orders issued pursuant to this Agreement; (2) reviewing, monitoring, and directing CONSULTANT's personnel; and (3) providing qualified and appropriate personnel.

Page 7: This is important and specifically what I was guiding you to discover yourself when assigning the Cure Letter to you. It's the language I've been asking you about, but you have not produced or even responded. We would need to follow the process below, stating the provisions of the contract for which they have failed to deliver and a NOTICE would come before the CURE. But you would have known that, had you read the contract.

### ARTICLE XIII

#### Default, Termination, and Cancellation:

A. Default: Upon the occurrence of any material default of the provisions of this Agreement, a party shall give written notice of said default to the party in default (notice). If the party in default does not cure the default within thirty (30) days of the date of notice (Time to Cure) to the reasonable satisfaction of the other party, then such party shall be in default. The Time to Cure may be extended at the discretion of the party giving notice. Any extension of Time to Cure must be in writing, prepared by the party in default for signature by the party giving notice, and must specify the reason(s) for the extension and the date in which the extension of Time to Cure expires.

Notice given under this section shall specify the alleged default and the applicable Agreement provision and shall demand that the party in default perform the provisions of this Agreement within the applicable period of time. No such notice shall result in a termination of this Agreement unless the party giving notice so elects in the notice that the Agreement shall be automatically terminated, or the party giving notice so elects in a subsequent written notice, after the Time to Cure has expired.

#### Page 31:

##### Primary Responsibilities of CONSULTANT:

- Convert historical data prior to go live
- Provide onsite go-live support
- Work collaboratively with COUNTY team to rapidly solve any production issues as they occur
- Provide issue tracking portal for team member visibility to issues/status/resolution
- Lead weekly status calls with COUNTY
- Maintain shared project plan
- Perform follow-up visit
- Train COUNTY End Users

Provide system administration training at COUNTY facilities.



I'm also concerned it took you so long to produce the items I've been repeatedly asking you for when I see this within the contract terms.

Page 20

#### 1.4 Status Reports

CONSUL TANT's Project Manager shall prepare status reports on a bi-weekly basis for the duration of the Project. Status reports shall be used to communicate key Project information to COUNTY. Status Reports shall include:

- Project Status
- Summary of accomplishments
- Late or overdue items
- Status of key milestones deliverables
- Project timeline
- Issues/Risks
- Project budget

Where is this information? It's not in your weekly reports???

I'm done looking through the contract for now, but I'm sure there's lots more in the contract that could be addressed. please do as I've requested many time and understand the contract terms from beginning to end.

Thanks

Tonya Digiorno, Director of Information Technologies  
El Dorado County  
[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)  
Phone: 530-919-9810

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>


Thu, Jan 30, 2020 at 2:16 PM

Hi Tonya,

I am glad you went through the contract and put your findings.

I had also gone through full contract details long back. What I understood that, this contract has basically two parts 1. Project (Exhibit B, A & C) and 2. SOFTWARE LICENSE, HOSTING AND MAINTENANCE TERMS ( Exhibit D).

Whatever you have mentioned belongs from Exhibit B which is the main Project part which was already delivered and accepted and paid. Now we are in maintenance phase which is Exhibit D and we should go through its terms.

I think we could be more respectful to our emails. The purpose of business emails should not be diminishing or undermining someone's capability and skill sets. I have noticed these things here and in some other emails too, for example in one email I saw "WHAT??? You sent me a contract that is not even valid???". I find it as over reaction. At the end of the day that is the contract we are referring. 

Thanks Tonya!

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Thu, Jan 30, 2020 at 2:41 PM

Hi Kumar,

Please come see me. This is the contract provided by Creighton most recently.

To be clear, "we" don't need to go through Exhibit D, it is "you" that I expect to understand the entire contract and come to me with recommendations. I'm still curious how you are handling the Incident that occurred nearly 1 month ago. All my questions are still outstanding.

[Quoted text hidden]

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[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Thu, Jan 30, 2020 at 3:59 PM

Hi Tonya,

Contract provided by Creighton is same we were referring. I already told you yesterday about the follow-up about the incident.

I went to your office but you were not there. One thing I would like to mention that the 1:1 meeting we had on 1/21/2020, took very hostile environment.

- You started screaming and shouting on me and I had to request you twice to be calm down and speak in a normal tone.
- You also asked me to leave office in a disrespectful manner.
- You opened the door and told me to go away.



I will request you not to repeat it again else we will have to start meeting in conference rooms and ultimately I will have to involve HR.

Thanks for your understanding.  
--Kumar

[Quoted text hidden]

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Thu, Jan 30, 2020 at 4:17 PM

Hi Kumar,

Interesting, you interpreted it so differently than I did. Your right, I asked you to leave my office, even opened my door when you didn't go. This occurred after you had stated that our 15 minute stand-up go on too long, and that we don't get anywhere. That's when I agreed and asked you to leave. My expectations from all employees, especially at the Deputy Director level, is the ability to follow directions, be prepared, and in your case provide the rudimentary Project Management information that has been repeatedly requested by your IT Director.



As I've stated before, you have access to your union representative and should take advantage if you think you are being treated unfairly.

[Quoted text hidden]



Kumar Pandey <kumar.pandey@edcgov.us>

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## Training recommendations

9 messages

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Wed, Jan 22, 2020 at 9:48 AM

Hi Kumar,

In my observation, you would benefit from attending some writing classes. I'd like you to attend the *Writing Letters, Memos and Email* class or similar.

There's a 1-day course at CPS HR Consulting.

In addition, you may also consider *Building High Performance Teams*

Please let me know if you are interested and I can have Josie register you.

--

Tonya Digiorno, Director of Information Technologies  
El Dorado County  
[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)  
Phone: 530-919-9810

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Fri, Jan 24, 2020 at 10:24 AM

I had similar class on writing skills recently, so I will consider it later.  
Thanks Tonya!

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Fri, Jan 24, 2020 at 1:03 PM

Is there a way to look up previous training of our employees?

[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Fri, Jan 24, 2020 at 3:56 PM

Josie can give you details of training attended by particular employee. I got mine as one of CSAC classes.

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578



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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Fri, Jan 24, 2020 at 4:09 PM

Hi Kumar,

We don't have a Learning Management System (LMS)?

[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Fri, Jan 24, 2020 at 4:55 PM

HR was working on something like that for County wide employees but currently we don't have. We should have a Management Development System or Learning Management System (LMS). I heard State has a good one.

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Fri, Jan 24, 2020 at 5:00 PM

My team built the Enterprise Core Record and LMS repository for the state, but departments use their individual solutions, some even spreadsheets to manage the LMS.

We were becoming the central repository for the data.

[Quoted text hidden]

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Wed, Feb 5, 2020 at 3:54 PM

Hi Kumar,

Interesting that you didn't interpret this as a request to sign up for training to improve your writing skills. Can you tell me which writing class you took and when you attended? I'm requesting that you improve upon your writing skills and ask that you to attend some training to do so.

On Fri, Jan 24, 2020 at 10:24 AM Kumar Pandey <kumar.pandey@edcgov.us> wrote:

[Quoted text hidden]

[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Fri, Feb 7, 2020 at 11:35 AM

Hi Tonya,

I really appreciate your concern. People have different styles of writing so far message is crossed. For example -

I did get the message you wanted to deliver in your two lines :

1. "Can you tell me which writing class you took and when you attended?"
2. "I'm requesting that you improve upon your writing skills and ask that you to attend some training to do so."



But I will write them like this:

1. "Can you tell me when and which writing class you took?" - sort and sweet **or** "Can you tell me which writing class you took and when did you attend?"
2. " I'm requesting that you improve your writing skills and ask you to attend some training to do so." - I will take off *upon* and *that* from sentence.

Last year during 2nd week of August time frame, I had attended a one day class named "Polish Your Writing: Professional Practices" in CSAC.

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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Kumar Pandey <kumar.pandey@edcgov.us>

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## TrakIT Follow-up from 2/13

4 messages

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Thu, Feb 13, 2020 at 1:24 PM

Hi Kumar,

To follow-up on our conversations from yesterday, I'd like to ensure my direction and expectations are crystal clear.

For our next Steering Committee meeting, please have the following artifacts ready for review:

1. Communication Plan
2. Re-baselined Project Schedule (Resources (task ownership), dependencies, duration, Critical Path, and completion dates))
3. Risk and Issues
4. Weekly Communication example to ensure we are communicating the right information

If you need any PM templates, I'd be happy to provide them.

In addition, if I wasn't clear before, my role as the Contract Administrator is to approve invoices in agreement with the County PM, which is you. My expectations, if the vendor is not meeting the expectations that the County PM (you) will notify the Contract Administrator (me) with a recommendation to resolve. Roles & Responsibilities for the new players would be helpful for you to develop and socialize too.

As stated in the Steering meeting yesterday, we all agreed to meet every two weeks on Wednesdays. Please work with Jeanette Salmon to schedule the meeting for February 26, 2020.

My expectations are for you to develop these artifacts to be presented at the next Steering Committee meeting. To ensure I have time to review the information prior to the meeting, please provide these artifacts to me no later than February 25 at noon.

These documents will be extremely helpful to all parties involved, as you heard from the other sponsors yesterday, they are not sure where we are on the delivery and would like to be more informed.

--

Tonya Digiorno, Director of Information Technologies  
El Dorado County  
[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)  
Phone: 530-919-9810

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Thu, Feb 13, 2020 at 4:37 PM

Got it.

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Mon, Feb 24, 2020 at 12:11 PM

Hi Kumar,

As stated in the email below, you were already asked to work with Jeanette Salmon to ensure Tiffany's availability. Since you did not follow the instructions identified below, we are going to start slipping in our communication. Please follow the instructions below in preparation of our first Steering Committee Meeting. It's critical we communicate the path forward and all agree on Scope and Schedule. We need this meeting rescheduled this week. Please work with Jeanette to find a good time for all of us.

[Quoted text hidden]



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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>  
Cc: Kumar Pandey <kumar.pandey@edcgov.us>

Mon, Mar 23, 2020 at 12:20 PM

Hi Tonya,

Note: I wrote this email during 24/25th Feb timeframe but didn't send to keep away from negativity. but today I realized I should have sent it.

I don't understand the significance and need of this repetitive email. I say repetitive because you already talked to me, sent an email and this is 2nd email. Main point is still unclear why I need to talk to Jeanette and reschedule the meeting of sponsors?

I think we are missing something, somewhere in our communications. I have observed that there is a pattern in your emails of demeaning, demotivating and arrogantlike a supercilious person. We are a team of professionals and I do understand you are my boss and I work for you but both of us are humans at work and I expect to be treated like that. I request you to *stop* these types of emails and orders which make unfocused and humiliating.

Thanks,  
Kumar

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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Kumar Pandey <kumar.pandey@edcgov.us>

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## OT

2 messages

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>

Fri, Feb 14, 2020 at 2:13 PM

To: Kumar Pandey <kumar.pandey@edcgov.us>, Sandra Kesler <sandra.kesler@edcgov.us>

Hi Kumar,

With Doug being out of the office, I'm allowing OT for Sandra, if she's willing to put in more hours.

Thanks

--


Tonya Digiorno, Director of Information Technologies  
El Dorado County  
[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)  
Phone: 530-919-9810

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**Kumar Pandey** <kumar.pandey@edcgov.us>

Tue, Apr 28, 2020 at 7:24 PM

To: Tonya Digiorno <tonya.digiorno@edcgov.us>

My observation is, By copying this email to Sandra, you are encouraging Sandra for OT and discouraging Doug for teleworking with tons of excuses in other emails. This is favoritism and against County Policy. 

In one email you have also mentioned, " Sandra, go and put your Over times".  
In another email you have also mentioned, " I fully support you Sandra".

What is this? We should discourage this as professionals.

Thanks,  
Kumar

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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Kumar Pandey <kumar.pandey@edcgov.us>

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## TrakiT Conference

1 message

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Wed, Mar 4, 2020 at 5:33 PM

Hi Kumar,

To memorialize our conversation tonight, I DO NOT want to cancel the conference that we are sending Sandra to in Vegas. There's lots of benefits to attending these events and Sandra can coordinate activities using video conferencing from March 17-20, if necessary.

If you feel she cannot do these tasks while in Vegas, then let's move forward on addressing the resource constraint though the Risk process. We can address it with the business and potentially get commitment from Janice to coordinate during this time, as she previously was the WUM. As I suggested earlier, Jeff or Kyle could potentially step in as well. Jeff has already offered his services due to the loss of Doug.



Since Sandra is the only IT support for this product, it would be extremely beneficial for her to network and develop relationships with others that have implemented TrakiT. Particularly in the areas we have yet to implement. Again, Sandra is the main reason we may have a successful implementation coming soon, so we need to show our appreciation for her services and allow her to attend.

Thanks for your understanding to my direction regarding the conference. Again, we can address this at our next Steering Committee.

Thanks

Tonya Digiorno, Director of Information Technologies  
El Dorado County  
[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)  
Phone: 530-919-9810



Kumar Pandey <kumar.pandey@edcgov.us>

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## Communication

4 messages

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>

Mon, Mar 16, 2020 at 11:58 AM

To: Kumar Pandey <kumar.pandey@edcgov.us>, Jon Henry <jon.henry@edcgov.us>

Hi Kumar,

There have been several requests to communicate progress to our impacted users, I have not seen any distribution of information. In fact, please work with Jon's team to put out a system outage notification to our business partners.

I've been asked to keep Don Ashton informed, so communication is critical. Even if it's CS is still working on the issue, or we have identified the issue and working to resolve. Anything is better than no communication.

My expectation is there will be a communication within the hour and continuously until resolved.

--

Tonya Digiorno, Director of Information Technologies

El Dorado County

[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)

Phone: 530-919-9810

---

**Kumar Pandey** <kumar.pandey@edcgov.us>

Mon, Mar 16, 2020 at 2:37 PM

To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Cc: Jon Henry <jon.henry@edcgov.us>

I do agree Tonya. We were about to send an email to Jon to notify everyone through group email. But in the meantime we got eMail from Don about Snow day closure. This gave us breathing time and we put that aside.

If they don't make progress and complete it, I will send the request with content to Jon to notify everyone.

Thanks,  
Kumar

Kumar Pandey, MPA, PMP

Deputy Director, IT

County of El Dorado

[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)

Ph-530-621-5578

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>

Mon, Mar 16, 2020 at 3:48 PM

To: Kumar Pandey <kumar.pandey@edcgov.us>

Cc: Jon Henry <jon.henry@edcgov.us>

Kumar,

If you made that determination on your own, then it should have been communicated as such. Do you know if our customers have been deemed as essential functions? If so, then we alone should not make that determination that we have more time to fix, it would be a bad assumption and very impactful to the business.

What is the rollback plan?

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>  
Cc: Kumar Pandey <kumar.pandey@edcgov.us>

Mon, Mar 23, 2020 at 1:13 PM

Sometimes we need to take the decisions if we don't hear from higher executives. Time is the essence and being in a leadership role we need to take the bullet and move forward. Lessons learned session is always there to discuss afterwards.

What is the rollback plan? : **You were in the meeting when it was being discussed with CS.** Me and you asked this question and they said they will rollback to old server.

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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Kumar Pandey <kumar.pandey@edcgov.us>

## Managing TrakiT

8 messages

Tonya Digiorno <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Wed, Mar 25, 2020 at 11:14 AM

Hi Kumar,

I'd like to understand why our internal EDC tasks are not being managed by you. What's going on? I need to understand, please respond to the following:

1. Why are we receiving communication on 3/23, when according to your Implementation document, testing should have completed by 3/12?
2. Why wasn't there a new risk developed and shared with the business much earlier, articulating the impact to the lack of testing?
3. Why wasn't the test plans and test scripts delivered on-time 3/2?
4. Why wasn't this communicated with the Sponsors when the date was missed, using our Risk process?

Please advise ASAP, as I need to be able to have a conversation with Don today, but unfortunately my observations is that this is not being managed and controlled from an EDC perspective.

--

Tonya Digiorno, Director of Information Technologies  
El Dorado County  
tonya.digiorno@edcgov.us  
Phone: 530-919-9810

Kumar Pandey <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>  
Cc: Kumar Pandey <kumar.pandey@edcgov.us>

Wed, Mar 25, 2020 at 2:33 PM

Hi Tonya,

With due respect I strongly differ from your observation.

It is not like it is not managed by me. Its resource constraint from business side where we can not help. Tiffany has already mentioned that. I had already requested all sponsors including you to make sure availability of the SMEs for testing.

In spite of the fact I requested you not to send Sandra for CS Conference to Las Vegas for 4 days during the middle of testing, You decided to send her. Thanks God! the conference got cancelled but it can not be ignored it had a soft effect on Sandra and on me too.

What's going on? : Corona Virus is going on and adequate SMEs are not available, Tiffany confirmed it.

1. Why are we receiving communication on 3/23, when according to your Implementation document, testing should have completed by 3/12? **THATs NOT TRUE**  
SMEs Testing was supposed to be completed by 3/27. I raised this alarm on 3/18/2020 in weekly update site and also through special interim email on 3/23/2020. Tiffany always thanks me for timely update. I think you are referring wrong data.

2. Why wasn't there a new risk developed and shared with the business much earlier, articulating the impact to the lack of testing? **IT WAS.**

New risk was mentioned on 3/18/2020 through site update <https://docs.google.com/document/d/1rcvZY03ANGiMMQyE1BrY4ferH9njIOx/edit> at bottom of the page. If I remember correctly the site was updated on 3/17/2020 in late evening itself.

3. Why wasn't the test plans and test scripts delivered on-time 3/2? : **NOT 3/2 BUT 3/16/2020.**



SMEs were SUPPOSED NOT DELIVER to make their test plans by 3/16/2020 ([https://drive.google.com/file/d/1cdrDyom2T3\\_bT88Np6LhqplwzOFDGLok/view](https://drive.google.com/file/d/1cdrDyom2T3_bT88Np6LhqplwzOFDGLok/view)). Refer 2.1 Tasks line 3. They were not supposed to make any Test scripts. Sanda was supposed to help them in making plans by referring to some old documents which she did. Sandra the only resource from IT got sick which was communicated to all sponsors as a high risk on 3/11/2020 via email.

4. Why wasn't this communicated with the Sponsors when the date was missed, using our Risk process? IT WAS COMMUNICATED.

Everything has been communicated at appropriate time and some sponsors have appreciated it. I assume, either you missed something or skipped.

I think you are not realising the fact that this unprecedented time has perturbed our life and productivity for SMEs to take care of their essential duties as Tiffany clearly mentioned. I don't have any control on sponsor's staff where I can move around some people. Above are factual truth and because your none of the data is correct I am really surprised what and where you are referring to and how you are coming to the conclusion that "this is not being managed and controlled from and EDC perspective." Your this statement is leading me to think you are not looking for a solution but looking for a scapegoat.

I will say It is being managed highly Professionally but is not being controlled because of current specific situation and cross functional department's responsibility.

I have kept suggesting you that somewhere we should involve Don Astson as executive sponsor and keep him informed, what we call as Enterprise PMO Module.

Please let me know if you have not got or skipped any of the documents I have mentioned, I can send you separately.

Thanks,  
Kumar

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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**Tonya Digiorno** <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>  
To: Kumar Pandey <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>

Wed, Mar 25, 2020 at 2:36 PM

quick question, expecting quick response. Did you reach out to the team leads regarding the delivery of the Test scripts? If so, please send me that correspondence email.

[Quoted text hidden]

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**Kumar Pandey** <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>  
To: Tonya Digiorno <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>

Wed, Mar 25, 2020 at 2:43 PM

No, I did not. I mentioned to you yesterday, because I never expected test script from them.

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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**Tonya Digiorno** <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>  
To: Kumar Pandey <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>

Wed, Mar 25, 2020 at 2:55 PM

When I downloaded the Implementation document from your site yesterday, it read,

## 2.1 Tasks

Task	Date Done By
All expectations of CS from EDC to be done and delivered	2/25/2020
Testing to be completed by IT support team	3/2/2020
SMEs are supposed to make their test plans or <a href="#">checklist</a> to do unit testing	3/2/2020
SMEs to complete their business process testing	3/2 to 3/12
Continuous follow-up with CS to deliver their tasks as per schedule	On daily basis
IT support team to give green signal for go-live	3/13/2020



I have it saved to my hard drive and a hard copy in my office.  
Your new document, which must've been updated recently as today now shows

Task	Completion Date
All expectations of CS from EDC to be completed and delivered	2/25/2020
Testing to be completed by IT support team	3/2/2020
SMEs are supposed to make their test plans or <a href="#">checklist</a> to do unit testing	3/16/2020
SMEs to complete their business process testing	3/16 to 3/27
Continuous follow-up with CS to deliver their tasks as per schedule	On regular basis
IT support team to give green signal for go-live	4/10/2020

As stated previously, dates should not change without Steering Committee approvals. when did this change occur within this document? and which schedule are you managing to?

On Wed, Mar 25, 2020 at 2:34 PM Kumar Pandey <kumar.pandey@edcgov.us> wrote:

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Wed, Mar 25, 2020 at 3:07 PM

Please patiently go through all your emails, meetings, documents - you will get an answer for everything.

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578



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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Wed, Mar 25, 2020 at 3:10 PM

I am and did find your update on 3/6. We'll await the response from the execs on how to proceed. If we need to pause, then so be it.

As long as it's a collective decision and everyone is on board.

Once it slows down, I'd like to speak to you about some improvements and get some feedback from our business partners. Not now though.

[Quoted text hidden]

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Wed, Mar 25, 2020 at 3:17 PM



Kumar, I'm trying to help you. Can you please reach out to see if they can send us what they have completed? If the test scripts not already done, we are not asking them to do them at this point, based on Tiffany's email regarding resource constraints.

My other teams are willing able to help, but will need scripts to do so. If the scripts are ready, which they should be according to schedule, we can keep moving with augmentation from my staff.

If not, we are stuck until business resources free up. We need to make and communicate the decision so we can be respectful of CS time and resources.

Thanks

[Quoted text hidden]





Kumar Pandey <kumar.pandey@edcgov.us>

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## Security Assessment Interview - Rescheduled/Expectations

10 messages

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Mon, Feb 10, 2020 at 11:45 AM

Hi Kumar,

We will reschedule your Security interview after the meeting with the business on Wednesday. This will provide ample time to develop the documents we've been discussing for some time now.



1. Fully resource loaded Schedule, with dependencies, durations, resources and scope
2. Communication plan
3. Risk and Issue management
4. Weekly Status Reports to the sponsor and Stakeholders
5. Baseline remaining scope

The importance of the Schedule is to gain commitment of the resources and to ensure everyone is in agreement on the prioritization of scope. This should also be used to set expectations with the vendor. I'm not sure how you are managing this project without these key PM artifacts, but happy to hear you are in agreement and will have them ready by Wednesday's meeting.

You mentioned that I need to simply "trust" you, however, once I see the artifacts, then I will have the facts to support the path forward. This has nothing to do with trust and everything to do with Completed Staff Work and managing the projects triple constraints and improving upon the communication.

--  
Tonya Digiorno, Director of Information Technologies  
El Dorado County  
[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)  
Phone: 530-919-9810

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Mon, Feb 10, 2020 at 2:27 PM

You had asked for sample documents of the Project management artifacts this morning, can you tell me which templates or sample documents you are seeking? I can send you templates or samples of whatever you need. Please let me know asap.

[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Mon, Feb 10, 2020 at 3:18 PM

I have access to all kinds of templates of PM documents. I was talking about templates tuned to our organization's resources, structure, authority, business owners.

BTW - Todd stopped by in my office and wanted to exchange his timing with me because he can not be available on 2/10/2020 for his security interview. Me and he exchanged our schedule for interviews. But you have given different reasons for change. WHAT is the reality ?



Kumar Pandey, MPA, PMP  
Deputy Director, IT

County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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**Tonya Digiorno** <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>  
To: Kumar Pandey <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>

Mon, Feb 10, 2020 at 3:37 PM

Curious, how did you exchange meeting times with Todd, when he already met with Peter at 9:00 this morning? when are you meeting with Peter, so I can update the schedule?



The reality is, you have not delivered the artifacts you've been tasked to complete and are now need to produce them by our meeting on Wednesday. I don't want anything to impact your priority.

[Quoted text hidden]

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**Kumar Pandey** <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>  
To: Tonya Digiorno <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>

Mon, Feb 10, 2020 at 4:07 PM

Todd said he has one on Wednesday during 3 to 5 PM time frame too.



Please don't assume anything from nowhere.

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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**Tonya Digiorno** <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>  
To: Kumar Pandey <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>

Mon, Feb 10, 2020 at 5:38 PM

There are two openings from 3-5 on Wednesday. Which do you prefer?

[Quoted text hidden]



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**Kumar Pandey** <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>  
To: Tonya Digiorno <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>, Todd Truka <[Todd.Truka@edcgov.us](mailto:Todd.Truka@edcgov.us)>

Tue, Feb 11, 2020 at 10:59 AM

4.00 to 5.00 PM will be good. Yesterday Todd confirmed me that he told you about this, I don't understand where the confusion is coming from.



Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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**Tonya Digiorno** <[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)>  
To: Kumar Pandey <[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)>  
Cc: Todd Truka <[Todd.Truka@edcgov.us](mailto:Todd.Truka@edcgov.us)>

Tue, Feb 11, 2020 at 2:51 PM

It's coming from you Kumar. I know exactly how I schedule everyone with Peter. I'm not sure why you are spending so much time on something so irrelevant to your priorities.



[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Thu, Apr 9, 2020 at 2:53 PM

It was such a simple case, Todd exchanged his time with me because he had to take vacation and you came with a different approach, Why? Is it not AMAZING, coming from a Director?



This is what I was mentioning to Lauren Montalvo, when you were giving me the letter - four manipulations in one email.

FYI: Todd also got your email with all communications because you replied all - This looks abusive to me.

Thanks,  
Kumar

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of El Dorado  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Thu, Apr 9, 2020 at 3:27 PM

Kumar, I hope you are focusing on deliverables I've asked for and not these irrelevant email exchanges that are unproductive.



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Kumar Pandey <kumar.pandey@edcgov.us>

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## 12/16 follow-up

6 messages

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Tue, Dec 17, 2019 at 12:02 AM

Hi Kumar,


Just want to ensure we keep our communication open, and if you have any questions regarding my expectations, please do not hesitate starting a dialogue.

To ensure I'm not impacting anything, you will need to tell me upfront when I make priority assignments. We do not want anything to fall through the cracks due to lack of communication.

Your first priority, as the official PM of the TrakIT project, is to provide a status. I want enough information to be able to have a conversation with the Department head. Some areas of interest:

1. Overview of the solution
2. Brief update on the activities to-date.
3. Who the business owner/Sponsor of the project?
4. What are the major issues? Any show stoppers?
5. Plan of Action to complete the implementation activities, including schedule
6. Does the solution fully meet the business objectives?
7. Risk/Issues
8. Change control process
9. Communication with the business

As the PM, please ensure the business and IT support staff is aware of your official role and attend all project meetings, as well as facilitate meetings as required.

Upon completion of the TrakIT status, as we've discussed on a couple occasions, please provide the next steps you would take if the PMO were to be placed under your Division. What improvements are critical to the success of IT projects and how would you implement these organizational changes within the department. Perhaps a prioritized list of tasks/Activities/Deliverables. Or an approach to making the necessary improvements and how to gain buy-in from the customers. 

Also provide a list of risks if we did nothing to make process improvements. The intent is to share these with the business, so they understand the benefits of change and how it will directly impact them in a positive way.

Based on previous conversations, it appears you know exactly what information I'm seeking, but if you have any questions, please do not hesitate asking for clarification. Since you are PMP certified and have the experience and knowledge of the department, I'd like to empower you to provide whatever information you think I need to know to help strategize a path forward. I'd be happy to review any draft documents as well.

Thanks Kumar. I look forward to working with you in these two areas.

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Tue, Dec 17, 2019 at 1:22 PM

Hi Tonya,

I do appreciate your understanding and like your approach for these problems. As We talked yesterday, I will reply/answer this email tomorrow (Wednesday).

I feel very happy and honored to work with you and learn more from you.

Regards,

[Quoted text hidden]

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Wed, Dec 18, 2019 at 4:36 PM

Hi Tonya,

I am attaching whatever I was able to gather quickly from Doug Nelson and going through different documentations. I am also attaching some other documents. So your main summarised document is number 1 and others are good but optional right now but you can eye-ball them when you have time.

**1. TrakitProjectUpdateForTonya.docx is the file which should be able to answer your all 9 questions to a good extent about TRAKiT as you asked for.**

2. TRK\_BusinessCase.pdf is the copy of business case.
3. TRK\_ProjectCharter.pdf
4. TRK\_ExecutiveTeam.pdf

Thanks for authorising me for the PM of this Project. I am already in TRAKiT's shoes and have started attending meetings - just two meetings today.

PMO:

I do appreciate that you are believing in my experience and Project Management Skills and its certification. I will feel more than happy to have PMO in my division and would take the following initial steps to make it rolling:

1. Motivate and train development staff about PMO and its benefits.
2. Would discuss and decide about Type/nature of the PMO which is suitable for our department/county.
3. Would discuss within team/IT and prepare PMO framework
4. I would create PMO Charter and its Functions
5. Decide about PMO staffing and its organizational break-down Structure (OBS)
6. I would form a steering/approving committee for projects depending on costs and visibility
7. Identifying PMO Stakeholders
8. Deciding PMO Roles, Responsibilities, Accountability and authority (RRAA) / RACI
9. Prepare PMO template for all stages and manual
10. Discuss, define and decide PMO tools and processes
11. COMMUNICATION ON ROUTINE BASIS - Very important
12. Blessings and support from You and Higher Management

You do understand that these types of quality programs needs initially lots of support from management and I have faith in you and your motivation power that I will get it. With all these initial processes on place we can roll this out successfully and take IT on another level to reap the benefits of PMO.

With your empowerment, I can make it a Grand Success!!

Regards,  
Kumar

[Quoted text hidden]


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#### 4 attachments

 **TrakitProjectUpdateForTonya.docx**  
26K

 **TRK\_ExecutiveTeam.pdf**  
317K

 **TRK\_ProjectCharter.pdf**  
2070K

 **TRK\_BusinessCase.pdf**  
2857K

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Tonya Digiorno <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Thu, Dec 19, 2019 at 11:20 PM

This is great 👍 . Glad your willing to step in and assist, it's going to be a great journey.

Sent from my iPhone

[Quoted text hidden]



[Quoted text hidden]

<TrakitProjectUpdateForTonya.docx>

<TRK\_ExecuctiveTeam.pdf>

<TRK\_ProjectCharter.pdf>

<TRK\_BusinessCase.pdf>

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**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
To: Kumar Pandey <kumar.pandey@edcgov.us>

Thu, Jan 2, 2020 at 9:40 PM

Let's start an agenda for our meeting this week.  
I'd like to discuss the following:

1. Expectation of your staff, for annual evaluations
2. The tasks necessary to implement the PMO, starting with your list
3. TrakIT schedule and expectations for weekly status
4. Approach to introducing Agile methodologies

This will be plenty to cover in an hour. Please find time tomorrow to discuss.

Thanks

[Quoted text hidden]

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Tonya Digiorno, Director of Information Technologies

El Dorado County

[tonya.digiorno@edcgov.us](mailto:tonya.digiorno@edcgov.us)

Phone: 530-919-9810

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**Kumar Pandey** <kumar.pandey@edcgov.us>  
To: Tonya Digiorno <tonya.digiorno@edcgov.us>

Fri, Jan 3, 2020 at 9:36 AM

We will discuss these on Monday at another time than our normal meeting.

[Quoted text hidden]



**PMO - announcement**

**In the manager's meeting on 12/30/2019, at 11.00 AM Tonya announced that now PMO will be taken care by Kumar.**

## PMO Decision Flip

**Kumar Pandey** <kumar.pandey@edcgov.us>  
to Tonya ▾

Wed, Jan 22, 11:19 AM ☆ ↶ ⋮

Hi Tonya,

I wanted to make sure we are moving forward with PMO Implementation or not ?

Thanks,  
Kumar

Kumar Pandey, MPA, PMP  
Deputy Director, IT  
County of Escondido  
[kumar.pandey@edcgov.us](mailto:kumar.pandey@edcgov.us)  
Ph-530-621-5578

...

**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
to me ▾

Wed, Jan 22, 11:38 AM ☆ ↶ ⋮

Not at this time, as stated during our meeting on 1/6/2020, your number 1 priority is TrakIT. Remember, we skipped over this agenda item due to the TrakIT priority?

When TrakIT is completed, I will reassess how to appropriately staff the PMO with the skills and experience required. Also moving forward on filling vacancies.

**DRAFT**

January 13<sup>th</sup>, 2020

Central Square Technology.  
1000 Business Center Drive  
Lake Mary, FL 32746  
ATTN: Aydin Asli

Re: AGREEMENT FOR SERVICES #472-S1611 - Notice of Default

To whom it may concern

This letter hereby serves as notice that CentralSquare Technology (“CentralSquare”) is in default of the above-referenced Agreement #472-S1611, dated January 3<sup>rd</sup>, 2017, for failure to perform its obligations to maintain and support TRAKiT system as per Maintenance Standards , Appendix 1, EXIHBIT D of the above Agreement.

**Error Description:** Problem was reported on 12/31/2019 by our Staff Sandra Kesler about Permit # 0316918, Case 01392909. It was followed up by her till 1/7/2020, case 0139654.

On 1/8/2020 she escalated the problem to Tonya Digiorno, Director IT on 1/8/2020 and Timothy Pease, Support Manager, CentralSquare.

Tonya classified this Problem as URGENT and expected its resolution within 24 hours.

On 1/9/2020, Timothy Pease updated that problem has been fixed and going forward it should not occur again. But it was fixed by fixing the data which was not the proper way of fixing it.

On 1/10/2020 morning, Sandra tested the application and found that still problem existed. Kumar sent an email to Tim to provide the detailed root cause analysis and its long term solution.

On 1/10/2020 afternoon, Janice Poirier from Business unit, encountered two more similar problems and Kumar reported it immediately to Tim to take the action on priority and urgent basis.

But as of 1/13/2020, CentralSquare is not able to provide root cause analysis report and its permanent solution.

**Impact:** Impact of this problem is very high on our County and it will become an audit issue for showing different fee values for customers. County might be put on default of showing different values because of this problem.



## CONTRACT MANAGER Decision changed in two days

**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
to me ▾

Tue, Jan 14, 9:21 AM ☆ ↶ ⋮

Hi Kumar,

You mentioned that I'm stating two different paths in my direction. Please send me in writing your understanding of my expectations.

Also, I'll ask again, you will need to understand the Contract, in its entirety, as the Project Manager. I also found out the CAO will be transitioning the Contract Management task to IT. You will also be the contract manager, which starts today. Please ensure you understand all the contract terms and can provide me with recommendations with reference to the contract terms.



**Tonya Digiorno** <tonya.digiorno@edcgov.us>  
to me ▾

Thu, Jan 16, 12:06 PM ☆ ↶ ⋮

Hi Kumar,

As a follow-up from our conversation this morning, during our daily standup, I'd like to ensure we are in alignment. Please let me know if you understood the direction below or if you have any questions.

**TrakIT** - As the PM, you need to understand the following:

1. Contract terms
2. Schedule
3. Project Management plans: such as the Communication Plan, Governance (Steering Committee), Risk and Issue Management, RAID.
  1. Please ensure you have a RAID document, that can be shared with others and that the team understands how to address and manage risks and issues, define mitigation strategies, ect. We should also communicate Assumptions and Dependencies, but we also talked about managing Actions Items and key Decisionss.
4. In very short order, if I don't see progress being made, I will be asking you to create a Plan of Action, defining the path forward with agreement from the business and Vendor.
5. Lastly, I've been asking for weekly status reports since December 14th and have yet to receive them.
  1. I'd like to help you with your written communication, so I ask that you provide a draft document (please have it checked by staff for quality, as I do not expect to see errors and/or typos once I receive it). Upon my approval, we can distribute it to the project team and stakeholders.
6. Again, please work with the business to right-size the communication based on their needs. I would like to see active RAID, high-level plan, what's been completed the previous week, what's planned for next week, key decisions and Action Items.

As stated this morning, I will be the contract manager, who will approve the invoices for this contract. You will need to provide information to me as the PM, whether the invoice is ready for payment due to a successful delivery.

