



# *The County of El Dorado*

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## *Chief Administrative Office*

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July 13, 2011

TO: Board of Supervisors  
FROM: Terri Daly  
RE: Information Technology Management Plan

As you know, the County has experienced an unacceptable turnover rate in our Information Technology Director position over the past few years. I believe that this lack of continuity has resulted in the lack of a long-term IT strategy for the County, inconsistent leadership for the County and for the IT Department, increased cost, and increased risk of performance failure of our IT infrastructure in the future.

Our IT infrastructure is woefully outdated. Throughout all County departments, we have pieced together shadow systems because our IT systems are inadequate.

Rather than run recruitment for a new IT Director immediately, I have recommended that we take the time to analyze why we have experienced such turnover in this position, what we might need to change and how we should move forward. In short, rather than repeating the same mistakes, let's fix some problems before we go forward. Kelly Webb has been serving in the position of Acting IT Director since February in an effort to manage the staff and allow us time to consider our options. A management team (including the Auditor-Controller, the District Attorney, the Director of Child Support Services, the CAO, and the Acting IT Director) has assisted in analyzing our options and recommending solutions.

The recommendation to improve the IT function and the department are as follows.

Stage 1: Manage what we have well.

On-sight, pro-active management is needed of the department to provide support, guidance and direction to the current staff. Ms. Webb has been providing that daily management since February, but has retained her duties in the CAO office. She has begun to create an environment in the IT Department that will allow valuable employees to thrive and increase productivity. The

department has not been consistently managed for a number of years and much work is needed in establishing routine policies and procedures.

In addition to establishing and maintaining proper daily management of the department, we need to start working with other departments to start develop our long-term, County-wide plan for modernization of our IT infrastructure. Rough estimates peg our increased spending due to outdated technology at as much as \$10 million annually. We simply must start updated and fully utilizing technology because we can't afford not to.

I believe that to provide support and guidance to the Acting IT Director and to provide the leadership to develop our IT strategy, we need to assign the duties of what will become a Chief Technology Officer for the County to a high-level, competent manager. District Attorney Vern Pierson has expressed interest and capabilities to ably fill this role. In this structure, Ms. Webb would remain in the Acting IT Director capacity and report to Vern Pierson in his assignment of Chief Technology Officer.

I expect that this stage will take 12 to 18 months, including transition time in establishing a new IT management structure.

Stage 2: Adopt the IT strategy.

Once we have stabilized the IT department and have developed the strategy, the details of that strategy will need to be developed and adopted. At this point, it will be appropriate to turn IT over to a new management structure which will be identified in Stage 1. In short, we will get the department running well in Stage 1 and turn it over to the new management structure in Stage 2.

Stage 3: Run a well-oiled, modernized IT function.

While IT will be a constantly evolving function, managing that change should become routine—but never boring.

I strongly believe that we need to fix some problems in our current operation before hiring a new IT Director or we are doomed to repeated failure. This proposed solution provides adequate management and encourages innovative strategies while saving money for the County during these very difficult economic times. At the same time, the County will experience significant salary savings by redeploying current management staff rather than hiring new individuals.

I appreciate your consideration of this recommendation. Thank you for your support.