2015-2016
Madera County Grand Jury
Final Report
1516-04 Information Technology Department

Publication Date: June 22, 2016

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Introduction

Each year the Grand Jury selects one or more departments to investigate. The Information Technology (IT) department was selected because of the increasing importance of maintaining data security in today's world. Several members within the department as well as other administrators in the County were interviewed. The IT department has recently had a change in leadership and direction.

Facts:

1. Security is the top priority of the department.

2. The Board of Supervisors has created a new position in the county hierarchy. This position is known as the Chief Information Officer (CIO).

3. The CIO position has been filled with the interim department head of IT.

4. The IT department currently consists of 18 employees, not including the CIO.

5. The IT department is understaffed; all available positions are not filled.

6. The IT department receives and responds to approximately 18,000 to 19,000 trouble tickets (computer issues) per year from county users.

7. The CIO and IT department are charged with network security for the County.

8. The IT department is charged with maintaining the County's computers, software and electronic devices.

9. County departments' technological needs are budgeted through the IT department. This includes equipment, software, and applications.

10. Some departments directly purchase their own computer equipment.

11. Not all the software used by some County departments communicates with other related departments.

12. The CIO, acting as department head, has instigated regular department meetings listening to subordinates input regarding technical suggestions and their future plans.

Findings:

1. The CIO will maintain a close relationship with the Chief Administrative Officer (CAO) for administrative functions and will report to the Board of Supervisors as IT department head and CIO. For the CIO's job description see Attachment 'A'.

2. The IT Department has requested and obtained permission to start an external network security audit. This audit is expected to provide the County with the information necessary to greatly enhance Madera County's network security.

3. There is no dedicated analyst for oversight of network security.

4. In an effort to control and maintain computer and software consistency, the Purchasing Department now requires IT Department approval of purchase orders.

5. A steering committee has been formed on which major departments participate to help prioritize how the County's monies will be spent on information technology items.

6. The steering committee consists of the CIO, CAO, Deputy CAO, members from: Public Works, Sheriff's Department, Probation Department, Social Services, Human Resources, Community and Economic Planning, Auditor-Controller, Assessor, and a technical advisor.

7. Plans are in place to consolidate some of the various software used by different departments for essentially the same function. Information transferred from one department to another often needs to be reentered.

8. Personnel shortage results in staff working in positions for which they are over-qualified.

9. The IT Department is currently in the process of filling two of their vacant positions.

10. The morale in the IT Department is extremely high.

Recommendations:

The Grand Jury Recommends:

1.   That the highest priority of the IT Department continues to be the use of external auditing expertise to implement the best possible network security plan for Madera County.

2.   That the IT Department continue to develop continuity of software between interfacing departments.

3.   That the Board of Supervisors fund and fill vacant IT Department positions to provide the necessary personnel to strengthen Madera County's digital assets and allow higher qualified   employees to perform their assigned duties.

4.   That the IT Department add a new position of security analyst for network security.

Respondents:

Madera County Board of Supervisors
200 W. 4th Street
Madera, CA 93637

Madera County Chief Information Officer
200 W. 4th Street
Madera, CA 93637

Attachment A

**MADERA COUNTY
CHIEF INFORMATION
OFFICER**

<u>DEFINITION</u>

Under administrative direction, to plan, organize and direct the activities of the Madera County Office of Information Technology including support of all information services functions; to formulate and implement ongoing county-wide information system plans; to provide leadership, direction, strategic planning and coordination of information technology; and to perform related duties as required.

<u>DISTINGUISHING CHARACTERISTICS</u>

The Chief Information Officer is the department head responsible for administering all automation functions and activities for the County. The incumbent acts as a consultant to County departments on data processing issues and information systems. The Chief Information Officer is appointed by, and serves at the pleasure of, the Board of Supervisors and receives administrative direction from the County Administrative Officer.

<u>SUPERVISION EXERCISED</u>

Exercises direct and indirect supervision over assigned staff.

<u>EXAMPLES OF IMPORTANT AND ESSENTIAL DUTIES</u>

Plans, organizes, coordinates and directs the activities of the Office of Information Technology; establish and implement system and operating standards, program changes, and departmental policies, procedures, and goals; formulates and implements strategies for providing responsive services related to information technology support to County departments; evaluates the effectiveness of existing services and operations; monitors, evaluates and defines project timetables in consideration of changing priorities; formulates and implements ongoing county-wide information systems plans; advises and confers with the County Administrative Officer on programs, activities, and information technology issues; consults and advises departments regarding the feasibility, priorities and cost effectiveness of automated functions; keeps abreast of technological developments and communicates those developments to County departments as needed; formulates and enforces County policy concerning the application and utilization of information processing systems; advises subordinates on administrative policies and procedures, technical problems, and service priorities; confers with hardware and software vendors, technical consultants, and negotiates acquisition of products and services; negotiates, administers and monitors contracts with computer consultants/vendors; appraises and recommends selection of new information processing equipment; develops the annual departmental budget and monitors expenditures; performs economic and technical feasibility studies for new hardware and/or software requirements and makes recommendations to the Executive Technology Steering Committee as appropriate; prepares and presents various technical reports on programs, activities and problems as well as reports to the Board of Supervisors on plans, objectives and timetables of major work programs; and, oversees the administration of personnel selection, evaluation and training.

OTHER JOB RELATED DUTIES

Performs related duties and responsibilities as assigned.

JOB RELATED AND ESSENTIAL QUALIFICATIONS

Knowledge of:

Principles and techniques of administrative organization, office management, budget
   preparation and fiscal control, and personnel administration.
Principles and practices of supervision and training.
Principles, methods and techniques used in the design, development and maintenance of
   computer systems in order to evaluate program priorities, goals, and objectives.
Principles and procedures utilized in the development and implementation of new or revised
   programs.
Principles and practices of contract negotiation.
Principles and techniques of program planning and scheduling.
Current developments and trends in the field of telecommunications and information systems.
Operation of computer systems and related equipment.
Operation production capacity and general capabilities of information systems equipment.

Local and wide area networks.

Skill to:

Operate a variety of modern office equipment, including computer equipment and peripherals.
Operate a motor vehicle safely.

Ability to:

Plan, organize, and administer a county-wide information system.
Determine cost effectiveness by performing studies, analyze document findings and evaluate
   alternatives.
Coordinate, schedule and monitor data processing projects.
Work with departments and the Executive Technology Steering Committee in developing,
   coordinating, and implementing short and long range data processing plans, goals,
   and objectives.
Assess staff training needs.
Develop and provide effective supervision and training. Plan,
delegate, prioritize and evaluate work of staff.

Ability to: *(continued)*

Develop and administer a budget.
Establish and implement policies and procedures. Analyze
situations accurately and take effective actions.
Prepare and present clear and concise correspondence, reports, and recommendations.
Communicate clearly and concisely, both orally and in writing.
Explain policies, procedures, and recommendations on a variety of issues to various groups.
Establish, maintain, and foster positive and harmonious working relationships with those
contacted in the course of work.

Experience and Training Guidelines:
Any combination equivalent to experience and training that would provide the required knowledge, skills, and abilities would be qualifying. A typical way to obtain the knowledge, skills, and abilities would be:

Experience:

Seven (7) years of increasingly responsible experience in information systems analysis, programming or computer operations, including at least two (2) years in a management or supervisory capacity.

OR

Seven (7) years of experience working as a senior-level manager that included the direct oversight of the installation, conversion and maintenance of information systems that is applicable to the area of responsibility.

Education:

Equivalent to a Bachelor's Degree from an accredited college or university with major course work in information systems, computer science, public or business administration, or a closely related field.

License or Certificate:

Possession of a valid California Driver's License issued by the State Department of Motor Vehicles.

Special Requirements:
Essential duties require the following physical skills and work environment:

Ability to work in a standard office environment with some ability to sit, stand, walk, kneel, stoop, twist, and lift 25 lbs.; exposure to electrical hazards; ability to travel to different sites and locations.

Date: March, 2001
        January 2016 - Amendment