



El Dorado County Civil Grand Jury 2025-2026

Continuity and Response Compliance



Case No. 26-07

June 5, 2026

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SUMMARY

The 2025-2026 El Dorado County (County) Civil Grand Jury reviewed responses to the 2023-2024 and 2024-2025 reports, evaluated progress on prior recommendations, and informed the public about the ongoing, continuous nature of Grand Jury work across successive juries.

The El Dorado County Civil Grand Jury may appear to be an institution that exists continuously, however, it is a series of individual Grand Juries, each of which is impaneled for one year (July 1-June 30), as mandated in the California Constitution and statutes. No jury is a continuance of any other and is independent and separate from all others.

A Grand Jury may forward citizen complaints or research from incomplete investigations, but each subsequent Grand Jury must make its own decisions on whether and how to pursue those investigations. They may not have access to any work product generated by the previous Grand Jury that is not published for the public except as stated in [California Penal Code, Section 924.4](#).

The purpose of this compliance report is to share the responses of the prior year's Grand Jury reports to determine if the required entities met their statutory requirements and to provide updates on accepted recommendations that were to be completed during this Grand Jury term.

BACKGROUND

Each Civil Grand Jury investigates the county government during its one-year term. It may also investigate city governments, agencies, schools, and special districts within the county. Each investigation may generate a report containing evidence, with findings of facts derived from that evidence, and may recommend actions based on those findings.

Each report may require responses to identified findings and recommendations from the officials responsible for the subject of the report. Grand Jury reports may be published and released at any time during the Grand Jury term. Responses must be submitted within a timeframe of 60 or 90 days from the date the report is published.

Because responses may be submitted after the issuing Grand Jury's term has ended, the current Grand Jury receives and reviews those responses. The current Grand Jury is then responsible for evaluating the responses for statutory compliance and determining whether the required actions have been completed.

DISCUSSION

Compliance: Late or No Response 2024-2025

All responses to reports published in the 2024-2025 term were received in a timely manner and complied with provisions of the California Penal Code. Follow-up actions specified in the responses had either been implemented, were in the process of being implemented, were not being implemented, or required further analysis.

The Grand Jury commends those local agencies and districts that provided timely and compliant responses to the reports of prior Grand Juries, as well as their commitment to implementing recommendations for improving programs and services.

CONTINUITY

Responses to reports published by the 2023-2024 and the 2024-2025 Grand Juries were reviewed to determine the following:

1. Did they comply with the provisions of the California Penal Code?

Penal Code section 933.05, subdivision (b), states that, as to each Grand Jury recommendation, the responding person or entity shall report one of the following actions:

- a. If the recommendation has been implemented, a summary of the implementation must be given.
- b. If the recommendation will be implemented in the future, a time frame must be specified for completion.
- c. Should an agency respond that further study is required to accomplish a recommendation, the study must be completed within six months.
- d. When a response claims the recommendation is not warranted or is not reasonable, an explanation must be provided.

2. Have the actions promised in the response been completed?

Continuity: Report Responses Requiring Follow-up

The current Grand Jury reviewed report responses from 2023-2024 and 2024-2025 Grand Jury reports. The following criteria were used to determine which recommendation responses required follow-up:

1. Those responses that stated “Will be Implemented”
2. Those responses that stated “Requires Further Analysis”

Below are the responses and updates. For additional information refer to the Comprehensive Index of Civil Grand Jury Reports on the Grand Jury Webpage.

Grand Jury Term 2023-2024

Case #24-05 El Dorado Hills CSD

Report: <https://www.eldoradocounty.ca.gov/files/assets/county/v/1/documents/public-safety-amp-justice/grand-jury/2023-2024/edh-csd-report-final.pdf>

Recommendation 6: Within 90 days of this report, [Community Services District] CSD should establish and document clearer guidelines for the CSD Board of Directors or [General Manager] GM certification of the assessment levy to the County Controller/Auditor and publish that procedure in the CSD Policies and Procedures documents.

Initial Response received 7/3/2024: This Recommendation requires further analysis: To the extent the District can resolve its pending lawsuit with the County Auditor, there may be changes in the guidelines and procedure the District follows to provide the necessary certification of the assessment levies to the County Controller/Auditor. Only if a resolution is reached, short of court resolution, could the District create the appropriate documentation.

Follow-up Response received 10/15/25: As indicated in our initial response, the District's ability to make changes involving the certification of the assessment levy is intertwined with ongoing and pending litigation with the Auditor-Controller. The District possesses no power to unilaterally modify the certification process outside of County cooperation and agreement. This is precisely why we did not represent and did not agree to perform these actions within 90 days.

Follow-up Response received 2/13/26: An answer was not provided.

Follow-up Response In-person Meeting 3/24/26: Resolved in the last month or two. Court Settlement (public) outlines the process. Need to document the guidelines. Will take it as an action item. Board needs to determine if they will write a guideline or not.

Recommendation 9: By September 30, 2024, [Community Services District] CSD should review, revise, and publicize its Master Plan from 2021 with realistic timelines for all new park development, as well as accurate and realistic cost estimates that can be funded and executed within a 10-year planning period.

Initial Response received 7/3/24: This Recommendation has not been implemented but will be implemented in the future: The District has planned and budgeted for a complete review and revision of the 2021 Master Plan beginning in FY25, which starts on July 01, 2024, in accordance to our policy for a five (5)

year review. The outcome of the [El Dorado Hills Community Services District] EDHCSD Response El Dorado County Grand Jury Report #24-05 Page 14 of 16 revised Master Plan will have an influence on the District's ten-year Capital Improvement Plan. This is a very comprehensive review process and plan revision that includes community input on several occasions, which cannot be completed in the timeframe recommended.

Follow-up Response received 10/15/25: As indicated in our initial response, the District stated it could not implement the recommendation within the allotted timeframe but estimated it would start a review and possible revised or updated Master Plan beginning FY25. During the October 09, 2025, Regular Meeting, the District Board of Directors approved and awarded a contract to a consultant to prepare a comprehensive Master Plan for the District. As part of the Master Planning process, a development plan will be formulated.

Follow-up Response received 2/13/26: An answer was not provided

Follow-up Response In-person Meeting 3/24/26: Master Plan is underway - Anticipated completion by the end of year (2026).

Recommendation 10: Within 90 days, [Community Services District] CSD should employ or retain a full-time licensed [Certified Public Accountant] CPA professional to be Treasurer/[Chief Financial Officer] CFO-equivalent.

Initial Response received 7/3/24: This Recommendation has not been implemented but will be implemented in the future: As stated in the Findings, the concerns of the Grand Jury are a function of District Policy and not due to the lack of having a CPA on staff or retainer. However, the District recognizes that government accounting is unique and complicated; and reporting is always changing with Governmental Accounting Standards Board (GASB) regulations having new requirements that the District must adhere to each year. District staff

understand that education is a priority and will work towards having at least one member of the finance department receive a certification in government accounting through a reputable government entity, including GFOA and/or California Society of Municipal [Financial] Officers (CSMFO). The goal will be to have this completed by December 2025. Additionally, the District will look at incorporating an appropriate accounting certification requirement for future recruitments

Follow-up Response received 10/15/25: As indicated in our initial response, the District did not agree to employ or retain a full-time licensed CPA professional for the various reasons stated therein. However, the District did express its goal to endeavor to have a finance team member receive further certifications by December 2025, which is currently underway.

Follow-up Response received 2/13/26: An answer was not provided

Follow-up Response In-person Meeting 3/24/26: The Grand Jury was referred by the Board to the General Manager for follow-up.

Follow-up Response received 4/7/26: The District's former Senior Accountant has been promoted to the Director of Administration & Finance [Director] position. The [Director] investigated the certificate program, and it is extremely time intensive. We don't currently have the staffing levels necessary for the [Director] to go through this program but intend to do so when we are able. [The District is] also in the process of onboarding a Director of Finance, who will serve the District on a contract basis, to provide this level of expertise in government finance and strategic, fiscal leadership that will serve our board, our community and taxpayers at the highest and best standard practices.

Recommendation 11: Within 90 days, [Community Services District] CSD should get public input on its latest 10-year development plan, including any updates to the Master

Plan from 2021, and how they plan to use [Park Impact Fee] PIF funds over an extended period. This development needs to include a contingency plan for new park development in a reasonable time frame if additional funds do not become available that are required for the current Master Plan.

Initial Response received 7/3/24: This Recommendation has not been implemented but will be implemented in the future: As noted in our response to R9, the District has planned and budgeted for a complete review and revision of its 2021 Master Plan in FY 24/25. As part of that process, the District solicits input from the community on the Master Plan and the 10-year development plan. Additionally, the significant amount of community input the District is currently receiving as a result of the Central [El Dorado Hills] EDH Park outreach project will be taken into consideration.

Follow-up Response received 10/15/25: As indicated in our initial response, the District stated it could not implement the recommendation within the allotted timeframe but estimated it would start a review and possible revised or updated Master Plan beginning in FY25. The District has just approved a consultant to prepare a comprehensive Master Plan. As part of the Master Planning process, a development plan will be formulated, and robust public outreach and input will be solicited.

Follow-up Response received 2/13/26: An answer was not provided

Follow-up Response In-person Meeting 3/24/26: Master Plan is underway - Anticipated completion by the end of year (2026). Public workshops are in progress.

Recommendation 12: Within 90 days, [Community Services District] CSD should document its plans for Bass Lake Park and justify why CSD took on the obligation to

build a turnkey park in Village J7, and how development of Bass Lake Park will now proceed up through park completion proposed by CSD in FY 31.

Initial Response received 7/3/24: This Recommendation requires further analysis: With the Districts acquisition of 55 acres of the old executive golf course and the option to acquire the remaining 41.5 acres, the Bass Lake Park design may be subject to change depending on the community input for the Central [El Dorado Hills] EDH Park and what amenities that park will have. The community outreach project for Central EDH Park will run through summer at which time the District will be in a better position to define and document its plans for Bass Lake park. With regard to the turnkey park in Village J, the District participated in a settlement which was negotiated between Parker Development, the District, and El Dorado County that provided the 12.5 acres and \$3.5M in funding identified from the County's Serrano CFD 1992-1 that had been slated for the development of the parkland. Given the years of delay in the construction of the turnkey park, and that the District had recently acquired acreage from Rescue Unified School District that was adjacent to the Village J lot, it was envisioned that the Village J lot could be incorporated into a larger park project. With that newer vision, the District elected to accept the land and funding and construct the park itself. To assist the community in understanding the history of this decision, the District will be seeking to create a public review of the information and series of events that led up to the settlement agreement between the three parties whereby the District accepted the 12.5 acres and \$3.5M in funding in order to incorporate the J Lot H parkland into the larger Bass Lake Park project.

Follow-up Response received 10/15/25: As indicated in our initial response, this recommendation requires further analysis, and we did not agree to provide the requested information within 90 days. That being said, development of Bass Lake Park is still ongoing, and the current project description is being analyzed and studied through an Environmental Impact Report (EIR). At this time, it is unclear when the EIR will be completed. At that point, we should have more

clarity in terms of any modifications to the current project based on the ongoing Master Planning process that has just commenced.

Follow-up Response received 2/13/26: An answer was not provided

Follow-up Response In-person Meeting 3/24/26:

The Grand Jury was referred by the Board to the General Manager for follow-up.

Follow-up Response received 4/7/26: The property known as Bass Lake Park has been and is still currently undergoing an [Environmental Impact Review] EIR process with the County. While at this stage, no work can be done on the property. We have been notified that the EIR for Bass Lake will be completed in the next few months (anticipated completion no later than end of summer 2026), and we are working actively with LSA [Environmental Consulting] (firm handling the EIR) to come to conclusion.

Grand Jury Term 2024-2025

Case #25-04 DOT Maintenance

Report: <https://www.eldoradocounty.ca.gov/files/assets/county/v/2/documents/public-safety-amp-justice/grand-jury/2024-2025/25-04-dot-report.pdf>

Recommendation 1: Adopt and deploy a software package that will assist staff in fully electronic processing of roadway complaints by January 1, 2026.

Initial Response received 5/4/25: The recommendation has not yet been implemented but will be implemented in the future. As noted in the response to Finding 1, Department of Transportation [DOT] staff has been actively researching alternate complaint systems and participating in demonstrations that will result in the implementation of a more reliable, efficient system. Timeframe for implementation is dependent on the system selected, but the Department of

Transportation hopes to implement the new software system prior to January 1, 2026

Follow-up Response received 2/12/26: The Department of Transportation launched the new complaint and service-request management system on January 12, 2026. The enhanced platform is designed to streamline how resident reports are received, distributed to area supervisors, and communicated back to the complainant, resulting in faster and more transparent responses.

Residents can submit complaints or service requests through two convenient channels:

GovAlert Mobile App

County Department of Transportation Website

The Road Maintenance phone line continues to be staffed and available for those who prefer to call. Residents may still report concerns by calling 530-642-4909.

Case #25-05 Technology Leadership with a Chief Information Officer Report:

<https://www.eldoradocounty.ca.gov/files/assets/county/v/1/documents/public-safety-amp-justice/grand-jury/2024-2025/25-05-it-report.pdf>

Recommendation 1: Instruct the Chief Administrative Officer (CAO) to deliver a Chief Information Officer (CIO) job description by September 1, 2025, ensure the job description includes measurable strategic responsibilities and specific authority for county-wide technology alignment. (Sample Job Description provided in appendix.)

Note: See Appendix A for 2026 follow-up responses.

Initial Response received 6/25/25: The recommendation has been implemented. The CAO and Human Resources have been tasked with revising the IT Director job description and possibly the title to reflect a more strategically

focused emphasis. The Board expects to receive the revised job description and initiate a new recruitment by September 1, 2025.

Recommendation 2: Direct the CAO to hire a Chief Information Officer (CIO) to lead Information Technology (IT) by January 1, 2026.

Initial Response received 6/25/25: The recommendation has not yet been implemented but will be implemented in the future. As referenced above, the title of the position has yet to be determined, based on the research and recommendations the Board will receive from the CAO and HR this Fall; however, the goal is to hire a permanent head of Information Technologies by January 1, 2026.

Recommendation 3: Direct the future [Chief Information Officer] CIO to develop and present comprehensive storage and data center consolidation strategies by May 1, 2026.

Initial Response received 6/25/25: The recommendation requires further analysis. As noted in the response to Recommendation #2, the Board hopes to find a permanent leader for the Information Technologies Department by January 1, 2026. The Board would then work with the new department head to identify any needed changes to the departments strategic plan and work to implement those. This will include encouraging discussions with the Sheriff and District Attorney regarding efficiencies.

Follow-up Response received 4/29/26: EDSO and County IT are planning a joint data center review in FY 27/28. We will work together to analyze and inventory both systems and identify targets for future storage consolidation. This helps prevent redundant storage purchases. This timeline aligns with the required hardware refresh cycles for both data centers scheduled for FY 28/29. Although the full consolidation strategy will be informed by that review, EDSO

and County IT are already collaborating on upcoming initiatives and expiring contracts to identify opportunities for countywide cost savings and improved operational efficiencies. [See Appendix A]

Recommendation 4: Instruct the future CIO and [Chief Administrative Officer] CAO to reconfigure the [Information Technologies] IT Steering Committee into a collaborative body to evaluate projects, consolidate infrastructure needs, coordinate County-wide IT purchases and report results regularly by May 1, 2026.

Initial Response received 6/25/25: The recommendation has not yet been implemented but will be implemented in the future. This recommendation is dependent on recommendations 1 and 2. The IT department has already begun drafting recommended changes to the [Information Technology Steering Committee] ITSC structure, but a firm timeline for full implementation of this recommendation cannot be provided until a new head of the Information Technologies Department has been hired.

Follow-up Response received 4/29/26: The ITSC agenda prior to the redesign included Security and Compliance, Project Intakes, Countywide Project Updates, Policy & Procedures, and Overall Communication. The meeting did not include project evaluations or coordination of purchases. After conducting research and consulting with other County CIOs, the following IT Governance Structure has been established for El Dorado County. ITSC remains a component of the Governance Structure, with additional committees added as part of the redesign. Each committee has a distinct role within the overall structure to ensure effective coordination and decision-making. These roles are aligned with the former ITSC agenda, enabling ITSC to function as a decision-making body. [See Appendix A]

Recommendation 5: Establish Key Performance Indicators (KPIs) to measure IT effectiveness and efficiency across county departments by July 1, 2026, and provide quarterly reports to the BOS.

Initial Response received 6/25/25: The recommendation has not yet been implemented but will be implemented in the future. This recommendation is dependent on recommendations 1 and 2. The IT Department has started drafting potential KPIs, but a firm timeline for full implementation of this recommendation cannot be provided until a new head of the Information Technologies Department has been hired.

Follow up response 4/29/26: IT has started monitoring KPIs in 3 areas: Strategic Plan, Project Management Office, and Operations. IT plans to continue maturing its KPIs for service versus incident management and to refine ticket categories. [See Appendix A]

2025-2026 Grand Jury Opinion: Case # 25-05 called for the County of the El Dorado to hire a qualified Chief Information Officer (CIO) with county-wide IT authority. The Board of Supervisors pledged to hire one by January 2026. The 2025-2026 Grand Jury finds that the Board's response was facially compliant with Recommendations 1 and 2, but substantively inadequate.

In the 2024-2025 Grand Jury Report on IT Leadership (Case #25-05), the Grand Jury recommended that the El Dorado County Board of Supervisors direct the Chief Administrative Officer to develop a comprehensive Chief Information Officer job description by September 1, 2025, emphasizing measurable strategic responsibilities, county-wide technology alignment, and enhanced authority to drive innovation and efficiency. This was intended to address longstanding issues such as high IT leadership turnover, departmental silos, duplicate spending, and delayed strategic initiatives. The report further urged hiring a qualified CIO by January 1, 2026, to lead a transformative approach including reconfiguring the IT Steering Committee, consolidating data centers, and establishing Key Performance Indicators (KPIs) for accountability and estimated annual savings of between \$1,000,000 to \$3,000,000.

While the Board conducted a competitive search and modified the job description to incorporate strategic elements such as enterprise IT governance, data management,

and budget optimization, they ultimately appointed the interim IT Director to the CIO role effective January 10, 2026. The appointee is a 19-year internal candidate whose experience aligns more closely with tactical operations than the executive-level visionary leadership the Grand Jury envisioned.

This approach perpetuates the tactical focus criticized in the original report, prioritizing reactive support over proactive planning and cross-departmental collaboration. Opportunities to optimize resources, reduce costs, and drive meaningful cultural change in technology adoption remain unaddressed.

The significant potential savings identified by the Grand Jury including consolidating redundant systems, eliminating duplicative contracts, and unifying the District Attorney's and Sheriff's independent IT operations have not been implemented and merit continued monitoring by future Grand Juries.

Recommendation 3: Direct the future [Chief Information Officer] CIO to develop and present comprehensive storage and data center consolidation strategies by May 1, 2026.

Initial Response received 6/25/25: The recommendation requires further analysis. As noted in the response to Recommendation #2, the Board hopes to find a permanent leader for the Information Technologies Department by January 1, 2026. The Board would then work with the new department head to identify any needed changes to the departments strategic plan and work to implement those. This will include encouraging discussions with the Sheriff and District Attorney regarding efficiencies.

Follow-up Response received 4/29/26: EDSO and County IT are planning a joint data center review in FY 27/28. We will work together to analyze and inventory both systems and identify targets for future storage consolidation. This helps prevent redundant storage purchases. This timeline aligns with the required hardware refresh cycles for both data centers scheduled for FY 28/29.

Although the full consolidation strategy will be informed by that review, EDSO and County IT are already collaborating on upcoming initiatives and expiring contracts to identify opportunities for countywide cost savings and improved operational efficiencies.

Recommendation 4: Instruct the future CIO and [Chief Administrative Officer] CAO to reconfigure the [Information Technologies] IT Steering Committee into a collaborative body to evaluate projects, consolidate infrastructure needs, coordinate County-wide IT purchases and report results regularly by May 1, 2026.

Initial Response received 6/25/25: The recommendation has not yet been implemented but will be implemented in the future. This recommendation is dependent on recommendations 1 and 2. The IT department has already begun drafting recommended changes to the [Information Technology Steering Committee] ITSC structure, but a firm timeline for full implementation of this recommendation cannot be provided until a new head of the Information Technologies Department has been hired.

Follow-up Response received 4/29/26: The ITSC agenda prior to the redesign included Security and Compliance, Project Intakes, Countywide Project Updates, Policy & Procedures, and Overall Communication. The meeting did not include project evaluations or coordination of purchases. After conducting research and consulting with other County CIOs, the following IT Governance Structure has been established for El Dorado County. ITSC remains a component of the Governance Structure, with additional committees added as part of the redesign. Each committee has a distinct role within the overall structure to ensure effective coordination and decision-making. These roles are aligned with the former ITSC agenda, enabling ITSC to function as a decision-making body.

Recommendation 5: Establish Key Performance Indicators (KPIs) to measure IT effectiveness and efficiency across county departments by July 1, 2026, and provide quarterly reports to the BOS.

Initial Response received 6/25/25: The recommendation has not yet been implemented but will be implemented in the future. This recommendation is dependent on recommendations 1 and 2. The IT Department has started drafting potential KPIs, but a firm timeline for full implementation of this recommendation cannot be provided until a new head of the Information Technologies Department has been hired.

Follow up response 4/29/26: IT has started monitoring KPIs in 3 areas: Strategic Plan, Project Management Office, and Operations. IT plans to continue maturing its KPIs for service versus incident management and to refine ticket categories.

Case #25-06 9-1-1 Central Dispatch

Report: <https://www.eldoradocounty.ca.gov/files/assets/county/v/1/documents/public-safety-amp-justice/grand-jury/2024-2025/25-06-central-dispatch.pdf>

Recommendation 4: [El Dorado County Sheriff's Office] EDSO direct Central Dispatch and their payroll department to produce an annual report by January 1, 2026, including the amount of overtime salary paid, as well as EDSO deputy pay differential for Central Dispatch staffing to determine the additional cost of keeping Central Dispatch 9-1-1 lines answered.

Initial Response received 4/3/2025: Has not yet been implemented but will be implemented in the future. EDSO accepts this recommendation and will establish a reporting process to track the financial impact of dispatch staffing shortages. This report will be prepared for internal review and will be submitted to county leadership upon request. The El Dorado County Sheriff's Office is committed to addressing the challenges identified in the Grand Jury report. We will continue to

work with the Board of Supervisors and County Human Resources to advocate for necessary improvements in compensation, working conditions, and staff resource allocation. Our goal is to ensure a fully staffed and effective dispatch center that meets the needs of our community while supporting the well-being of our dedicated dispatchers and balancing operational feasibility and staff time considerations.

Follow-up Response received 3/9/26: Undersheriff: “I have attached a memo detailing the total overtime cost for dispatch in FY 24-25, as well as the overall cost of sworn deputy sheriff pay associated to dispatch.” The report was reviewed by the Civil Grand Jury and was determined to meet the recommendation.

ADDITIONAL CONTINUITY DISCUSSION

Where prior report responses identified completion dates extending beyond the 2025-2026 Grand Jury term, this Grand Jury did not evaluate implementation status. Continued oversight of those commitments should be undertaken by the succeeding Grand Jury.

This Grand Jury concluded that to continue to act in the best interests of the citizenry of El Dorado County, it is incumbent upon this body to ensure that promises made are promises kept. The only way to do that is to 1) continue to hold accountable those entities making promises, and 2) follow up on the responses that stated more work was going to be done.

If the current investigating jury deems the answers insufficient, another investigation may be warranted.

There are citizen complaints that the 2025-2026 Grand Jury received that may have merit, but the Grand Jury determined it did not have the time to fully evaluate. Those were forwarded to the 2026-2027 Grand Jury for their independent consideration.

All published Grand Jury reports and responses are public and therefore are not deemed confidential.

APPENDIX A

MAY 1, 2026, UPDATE TO THE RESPONSE TO THE 2024-25 EL DORADO COUNTY GRAND JURY REPORT

(CASE 25-05: TIME TO REBOOT COUNTY TECHNOLOGY
LEADERSHIP WITH A CHIEF INFO OFFICER)

APPENDIX A

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APPENDIX A

R3 Data Center Consolidation

Recommendation: The Grand Jury Direct the future CIO to develop and present comprehensive storage and data center consolidation strategies by May 1, 2026.

BOS Response: The recommendation requires further analysis. As noted in the response to Recommendation #2, the Board hopes to find a permanent leader for the Information Technologies Department by January 1, 2026. The Board would then work with the new department head to identify any needed changes to the department's strategic plan and work to implement those. This will include encouraging discussions with the Sheriff and District Attorney regarding efficiencies.

May 1, 2026 Update: EDSO and County IT are planning a joint data center review in FY 27/28. We will work together to analyze and inventory both systems and identify targets for future storage consolidation. This helps prevent redundant storage purchases.

This timeline aligns with the required hardware refresh cycles for both data centers scheduled for FY 28/29. Although the full consolidation strategy will be informed by that review, EDSO and County IT are already collaborating on upcoming initiatives and expiring contracts to identify opportunities for countywide cost savings and improved operational efficiencies. The District Attorney's environment is already primarily cloud-based, so they are not expected to be part of the on-premises data center consolidation efforts. It is important to note that EDSO, the District Attorney's Office, and County IT currently share several enterprise systems and tools, including:

- MUNIS – Enterprise Resource Planning Software
- UKG – Timecard
- Assetas – Asset Management (DA uses an alternate solution)
- Avaya – Telecommunications System
- Legistar – Board Calendar and Agendas
- Open Cities – County Website (DA uses an alternate solution)
- Time Trade – Online Appointments (DA uses an alternate solution)
- Calero VeraSmart – Centralized data circuit invoice tracking service

Additionally, EDSO and County IT utilize the same competitive bid and reseller agreements for M365 licensing. While operating independently of each other, both EDSO and County IT plan to establish and foster a collaborative and closer working relationship. This helps build trust, cooperation, and transparency. We will align future projects collaboratively and establish an IT community or 'chat group' that enables members to exchange ideas and solutions.

APPENDIX A

R4 IT Steering Committee (ITSC) Redesign

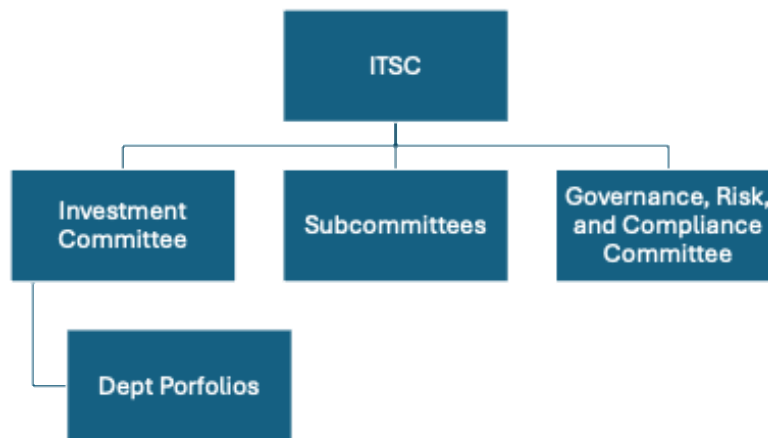
Recommendation: The Grand Jury requested the future CIO and CAO to reconfigure the IT Steering Committee (ITSC) into a collaborative body to evaluate projects, consolidate infrastructure needs, coordinate Countywide IT purchases and report results regularly by May 1, 2026.

BOS Response: The recommendation has not yet been implemented but will be implemented in the future. This recommendation is dependent on recommendations 1 and 2. The IT department has already begun drafting recommended changes to the ITSC structure, but a firm timeline for full implementation of this recommendation cannot be provided until a new head of the Information Technologies Department has been hired.

May 1, 2026 Update: The ITSC agenda prior to the redesign included Security and Compliance, Project Intakes, Countywide Project Updates, Policy & Procedures, and Overall Communication. The meeting did not include project evaluations or coordination of purchases.

After conducting research and consulting with other County CIOs, the following IT Governance Structure has been established for El Dorado County. ITSC remains a component of the Governance Structure, with additional committees added as part of the redesign. Each committee has a distinct role within the overall structure to ensure effective coordination and decision-making. These roles are aligned with the former ITSC agenda, enabling ITSC to function as a decision-making body.

Committee Structure



APPENDIX A

Information Technologies Steering Committee (ITSC)

Members: Senior dept management, CAO staff, and IT management

Purpose: Establish the governance framework to support and evaluate the IT Strategic Plan.

Frequency: Twice Per Year (Jan/Feb and Aug/Sept)

Investment Committee

Members: CIO, CAO Analysts, and PMO staff

Purpose: Responsible for evaluating, prioritizing, and guiding technology investments to ensure alignment with County goals, strategic initiatives, and financial constraints in order to create the IT Strategic Plan.

Frequency: Minimum of Three Per Year (Nov, March, and Aug)

Subcommittees (General, Land, Law, and Health)

Members: PMO and Department assigned, to represent their needs and priorities

Purpose: Serves as a dedicated forum for monitoring projects, tickets, and issues.

Frequency: Monthly

Governance, Risk, and Compliance (GRC) Committee

Members: CAO, HR, Risk, County Council, and IT management

Purpose: Oversight and guidance to ensure that governance, risk management, and compliance activities align with regulatory requirements.

Frequency: Minimum of Two Per Year (Sept and March)

Dept Portfolios

Members: PMO, CAO Analyst, and Department assigned

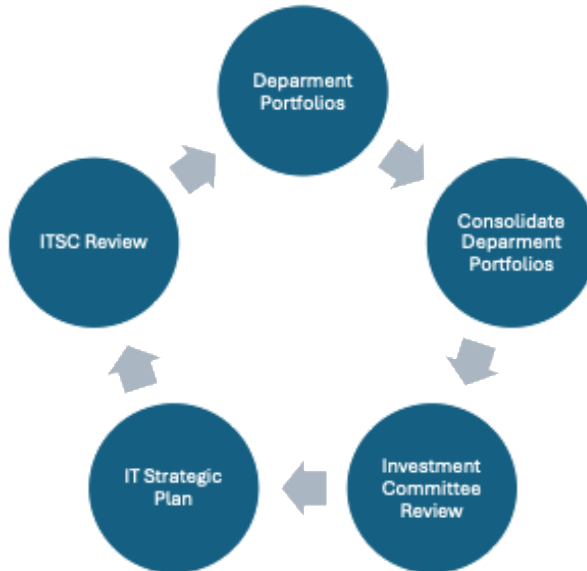
Purpose: The first year focused on developing a three-year plan with each department and discussing countywide services to identify new, innovative solutions. Ongoing meetings will be used to review and update each department's three-year plan. The three-year plan is reviewed by the Investment Committee and incorporated into the IT Strategic Plan.

Frequency: Annually (Starts in Aug)

APPENDIX A

IT Strategic Plan

The strategic plan defines the County's technical roadmap. The plan combines Countywide initiatives, IT initiatives, GRC initiatives, and all County departments initiatives.



ITSC Agenda

The format of the ITSC meeting will follow the new IT Governance framework.

1. IT Strategic Plan – Check in on where IT is at in meeting the project goals
2. Project Proposals – Review new project requests and/or request to change a project priority/fiscal year. Discuss impacts on other projects within the plan.
3. Risk and Resource Management – Report from the investment board on staffing and budget items related to the IT projects.
4. Key Performance Measurements (KPIs) – IT will report KPIs to ITSC as discussed in the next section.

APPENDIX A

R5 Key Performance Indicators (KPIs)

Recommendation: The Grand Jury requested the establishment of Key Performance Indicators (KPIs) to measure IT effectiveness and efficiency across county departments by July 1, 2026, and provide quarterly reports to the BOS.

BOS Response: The recommendation has not yet been implemented but will be implemented in the future. This recommendation is dependent on recommendations 1 and 2. The IT Department has started drafting potential KPIs, but a firm timeline for full implementation of this recommendation cannot be provided until a new head of the Information Technologies Department has been hired.

May 1, 2026 Update: IT has started monitoring KPIs in 3 areas: Strategic Plan, Project Management Office, and Operations. IT plans to continue maturing its KPIs for service versus incident management and to refine ticket categories.

IT Strategic Plan

The IT department is tracking two KPIs for the IT Strategic Plan. The Strategic Focus KPI and the Project Pipeline KPI.

Strategic Focus KPI

The Strategic Focus KPI demonstrates how effectively our project pipeline aligns with the County's strategic focus areas. By tracking which approved projects directly support our strategic priorities, we gain visibility into how our work advances the County's long-term goals, strengthens service delivery, and improves outcomes for residents.



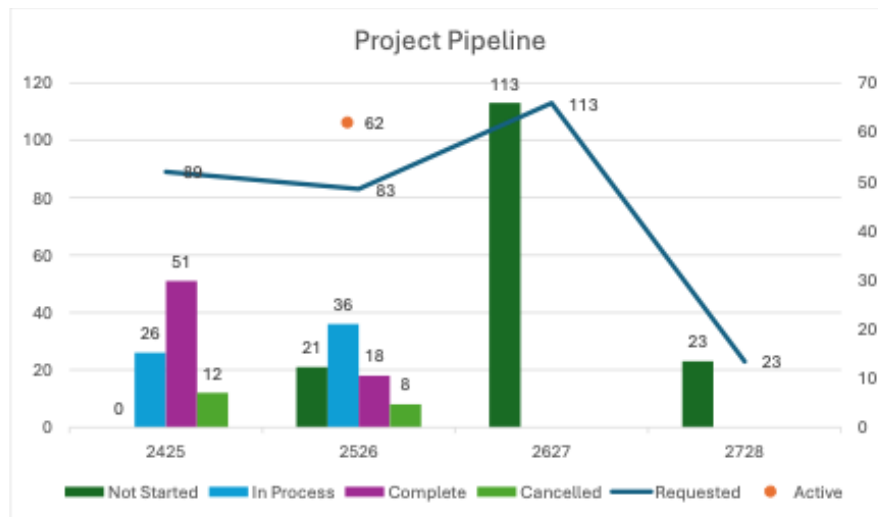
APPENDIX A

Project Pipeline KPI

The Project Pipeline KPI is focused on providing a clear view of how effectively project demand is moving through our project pipeline, from initial request to final completion. By comparing the number of projects requested with those that are started and completed, we can assess our capacity. These metrics help identify bottlenecks, improve prioritization, and ensure that resources are being directed toward the highest-value initiatives in a timely and accountable way.

The blue line represents the total number of projects requested by fiscal year. Our goal is to start all requested projects within the same fiscal year they are submitted. If a project cannot be started within the requested year, an analysis will be conducted with the Investment Board and the results will be shared with ITSC.

Projects may span multiple fiscal years before they are fully completed. The orange dot shows the number of currently active projects, regardless of the fiscal year in which they were requested. Tracking this as a KPI helps us understand our true workload and ensure that active project volume stays aligned with available capacity and strategic priorities.



APPENDIX A

Project Management Office (PMO)

The PMO will track KPIs for countywide projects and, upon request, for department projects. The two KPIs monitored by the PMO are the Project Completion Rate and the Business Impact Score.

Project Completion Rate = Working Days Different of Approved GO LIVE vs Actual GO LIVE

Business Impact Score = Defined by Stakeholder by Project (what equals success)

Windows 11

Project Completion Rate:

| | |
|-------------------------|-------------------|
| Approved GO LIVE | 10/14/2025 |
| Actual GO LIVE | 09/30/2025 |
| Working Days Difference | - 10 Working Days |

Business Impact Score:

| | |
|------------------|-----|
| Devices Upgraded | 92% |
|------------------|-----|

Notes: Kiosk devices are still being upgraded due to custom configurations.

Kronos (Phase1)

Project Completion Rate:

| | |
|-------------------------|--------------------------------|
| Approved GO LIVE | 12/13/2025 |
| Actual GO LIVE | 03/21/2026 |
| Working Days Difference | 70 Working Days (Vendor Delay) |

Note: Vendor was unable to produce a working payroll export which delayed GO LIVE. The vendor extended the legacy system at no additional cost to the County.

Business Impact Score:

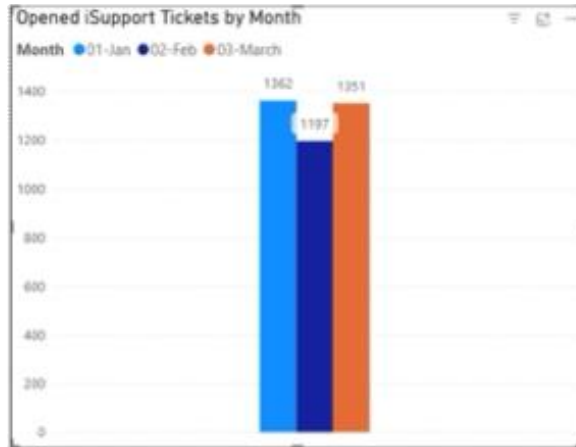
| | |
|----------------------------------|--|
| SSO (3 tenants) | 100% |
| Timecard System (Existing Setup) | 100% |
| 980 Pay periods | 98% (Employee Timecard View) |
| 6 Interfaces | 83% (5/6 Payroll Export Failed at GO LIVE) |

Note: To meet the December timeline, the project was divided into two phases. Phase 1 focused on implementing the current configuration. Phase 2 will introduce the new features and enhancements for El Dorado County employees.

APPENDIX A

Operations

Operations encompass all divisions and the wide range of services delivered by the IT Department. IT averages over 3000 tickets per quarter.

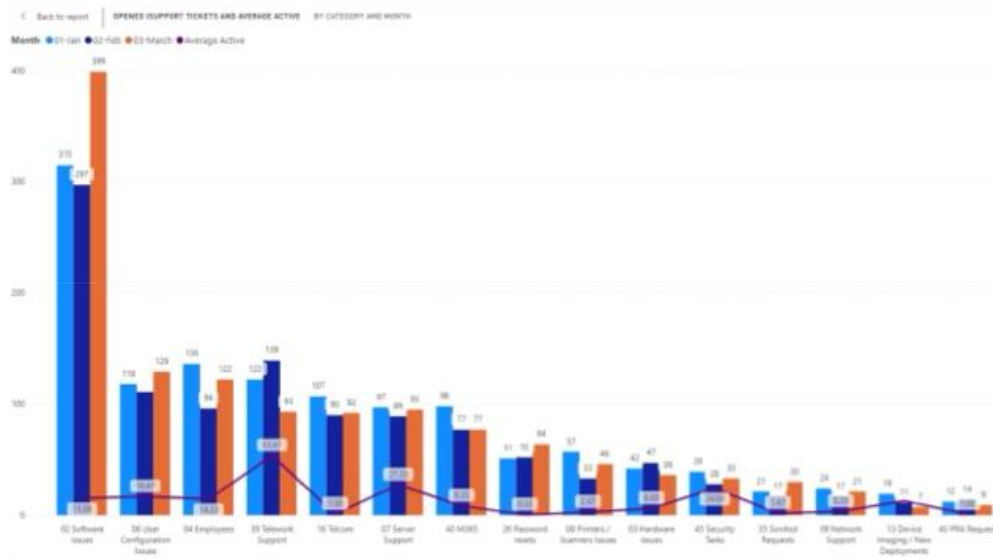


To maintain strong operational performance and start analyzing data for server level agreements, the IT Department is focusing on 2 KPIs Monthly Tickets Opened with Average Active Tickets and Monthly Tickets Closed with Average Days Opened.

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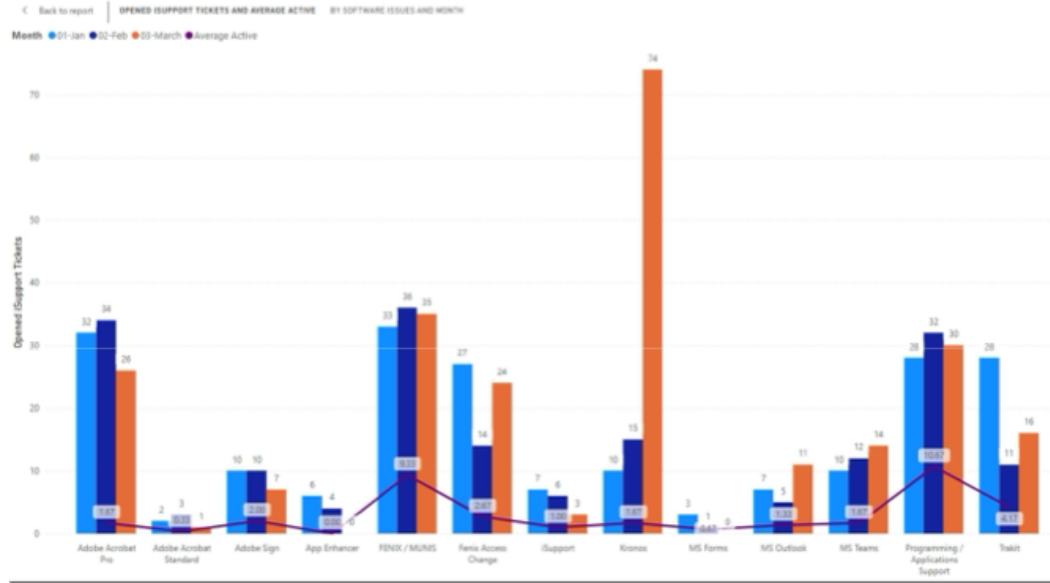
Monthly Tickets Opened with Average Active Tickets

This KPI is important to understand the service level demands, operational efficiency, and capacity indicators. It shows how often users need IT support and whether the demand is rising, stable, or declining. A growing average active ticket count may signal delays, resource constraints, or recurring issues. Trends help determine staffing needs, process improvements, and opportunities for automation. The average figures for all quarters will be reviewed annually.



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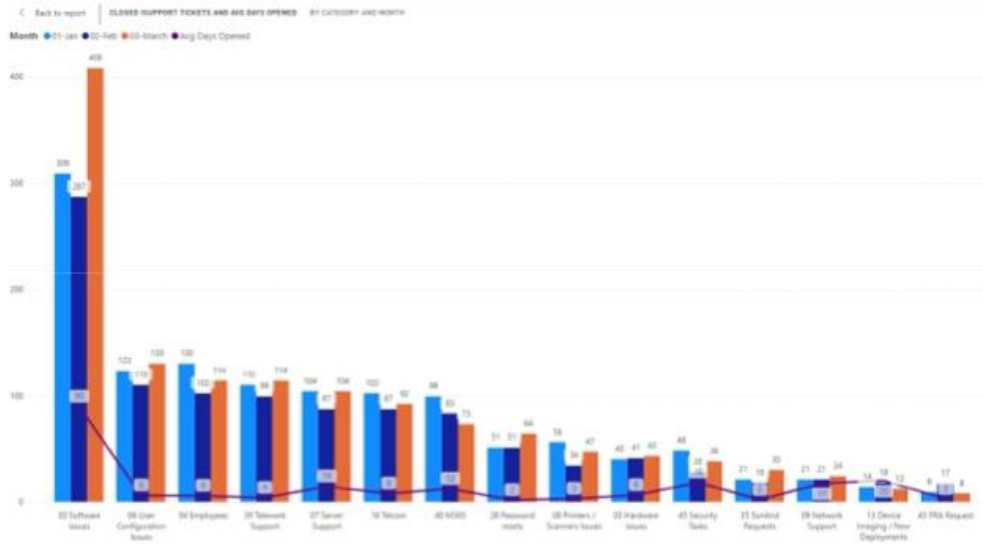
Drilldown into Software Issues (Kronos increase was linked to the new system GO LIVE)



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Monthly Tickets Closed with Average Days Opened

This KPI shows the work IT operations completes monthly. Rising closures indicate increased capacity or efficiency; falling closures may signal constraints, process friction, or higher complexity work. A decreasing average suggests faster resolution, smoother handoffs, and fewer bottlenecks; an increasing average highlights delays, queues, or approvals that need attention. The average figures for all quarters will be reviewed annually.



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Drilldown into Software Issues (Kronos increase was linked to the new system GO LIVE)

