[Department of Telecommunications and Information Services of the City and County of San Francisco](https://content.umuc.edu/file/e8432068-18b9-4b82-a443-25406949030d/1/Organization%20List.html" \l "collapseEight)

**Department facts**: The Department of Telecommunications and Information Services (DTIS) is responsible for the information technology and telecommunications of the city and county of San Francisco. While DTIS is responsible for IT throughout the city and county, individual departments are responsible for their own IT operations and employ their own IT staff. DTIS collaborates with the individual departments as well as an IT committee to provide a common strategy for the city/county.

**Leadership**: Miguel A. Gamino Jr. is the city chief information officer (CIO) and executive director of the Department of Technology and Information Services.

**Mission/vision**: “To be an enterprise information and technology services organization that provides proactive leadership in the use of technology and information solutions to improve the city’s operations and service delivery.”

**The breach**: In 2008, Terry Childs, a DTIS employee, withheld usernames and passwords key to the operations of the city’s FiberWAN network, after an altercation with a fellow DTIS employee. The city’s services depend upon FiberWAN, which was designed by Childs. At the time of the incident, Childs was the sole network administrator. Even though Childs eventually provided the passwords to the mayor, the city had been unable to access the network between June 20 and July 21, 2008. Childs was suspended from his position, arrested, and in 2010 convicted of a felony, “network tampering resulting in damages of more than $200,000.” During the investigation, authorities found three unsecured modems being used to allow Childs unrestricted access to the network at his office as well as a colleague’s ID badge and access card at his home.

[Sources:](https://content.umuc.edu/file/e8432068-18b9-4b82-a443-25406949030d/1/Organization%20List.html#sourceEight)

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Vijayan, J. (2010, April 28). After verdict, debate rages in Terry Childs case. Computerworld. Retrieved from http://www.computerworld.com/article/2517653/security0/after-verdict--debate-rages-in-terry-childs-case.html

In previous steps, you studied organizational behavior, and then the team chose a case and agreed to a project plan. Now it is time to do a closer read of the chosen case and do any additional research. Revisit guidelines on conducting research, if needed. Then look at Table 1, which provides some topics for your search strategies. In your search, you should consult scholarly resources as well as online resources, newspapers, and business blogs and sites for similar contemporary cases.

| **Table 1 Topics to Consider as They Apply to Your Team's Case** |
| --- |
| **1. Principles of teamwork within an organization:** What were the practices of this organization, and how did these practices influence the issue and challenges the project team and leader confronted? |
| **2. Best practices for leaders:** What practices did the team (or leadership) employ that influenced the outcome, leading to resolution of the crisis, or further exacerbating the situation? |
| **3. How the composition of the leadership influences outcomes:** Were there unique characteristics of the project team and leaders? |
| **4. Judging the success of project teams, immediate and longer term:**Are there any unique issues, challenges, or practices relevant to the leaders,  industry, or company? |

This step might be completed well before your paper is finished, or you may continue to do research as the paper is developed. Ideally, much of this step should be complete by the end of Week 9 to ensure time for writing. Move on to the next step when you feel you are ready to begin whatever writing component the team’s project plan has allocated to you.