

MIAMI-DADE COUNTY INFORMATION TECHNOLOGY LEADERSHIP COUNCIL CHARTER

I INTRODUCTION

Information Technology (IT) plays a critical role in Miami-Dade County, enabling county staff to “Deliver Excellence Every Day”. Given the increasingly vital role of IT, the complexity of both today’s technology and the County’s management structure, a county-wide body is needed to provide recommendations to County Executives regarding IT prioritization, strategic direction and operations. These efforts serve to optimize investments and provide the greatest benefit to citizens, departmental customers, partners, and employees.

Through the direction of Miami-Dade County’s IT Leadership Council (the Council), the County IT community is able to speak with a single voice on issues of common interest and benefit.

II PURPOSE

This charter establishes the Council as:

- An advisory body to the County’s Executive Governance Board that provides leadership and vision in the planning, development, implementation, and review of Countywide IT strategies, services, solutions and budgets.
- A management body to the County’s IT staff that provides direction and resources for the definition, execution and enforcement of IT-related standards, policies, and procedures and for the implementation of strategic IT initiatives.

Through its leadership, the Council enables departments to collaboratively accomplish the mission of the County/Department in a cost-effective manner that maximizes the effective use of resources and capabilities of all of our employees and partners. The Council provides a leadership forum and governance structure for discussing issues - across organizational boundaries - of mutual interest, and for making decisions that create and implement IT plans for the County’s IT and business community.

III AUTHORITY

The CIO, under the direction of the County Manager, is delegated responsibilities for establishing and executing IT Policy and Strategy to achieve County business objectives. The Council derives authority from the County Manager or the Executive Governance Board.

IV MEMBERSHIP AND PARTICIPATION

- The CIO shall chair the Council and the Council shall elect a Vice-Chair from the membership who will chair the Council in the CIO's absence.
- The Council membership will consist of the CIO, Departmental CIOs (or the appropriate Departmental IT executive) from selected large and mid-level strategic departments and one representative from the IT Leadership Sub-council for a total of 13 voting Council members (see Attachment A: Membership Roster). All Council members shall be appointed by and serve at the discretion of the CIO.
- The CIO may also appoint members from other government jurisdictions and/or the private sector in the County as necessary to accomplish the purposes of the Council.
- Each member shall make every effort to attend all Council meetings. Members may designate a substitute representative; however substitutes will not be allowed to vote. A quorum will consist of two-thirds of voting members.
- Guest speakers, subject matter experts and other interested parties may be invited to meetings and may lead and participate in discussions, creation of work products, as requested by the Council, and may serve on sub-councils and ad-hoc committees, but will not have voting rights on the Leadership Council.

V RESPONSIBILITIES

As the County IT advisory body to the Executive Governance Board, the Council's responsibility is to develop and recommend strategies, budgets, initiatives and actions to the Executive Governance Board that guide the County IT community.

As the sole County-wide IT management body, the Council's responsibility is to establish and oversee County-wide IT principles, Enterprise Architecture, Infrastructure, Risk Management, Investment Priorities, Business Needs, Technical Standards and review and recommend to the Executive Governance Board ETSD's Base Operating budget. .

Acting as a working group for the Executive Governance Board, the Council:

- Owns the strategic IT planning process which provides a roadmap for delivery of IT products and services
- Creates and manages the County's IT strategic plan for achieving business objectives, periodically reviews and revises the plan based on the County's business objectives and changes in the IT industry
- Is the Technical Owner of IT, ensuring technology strategies are sound and address business issues in a cost effective manner
- Makes recommendations to the Executive Governance Board regarding IT investments and IT operations

- Recommends what initiatives should be addressed at the enterprise level versus the departmental level
- Reviews and recommends ETSD’s annual budget to the Executive Governance Board

The Council carries out these responsibilities by:

- Advising and supporting the Executive Governance Board in setting the strategic IT direction for the County in support of and aligned with the mission of the County and its Departments
- Being accountable for the definition, implementation, support and enforcement of IT-related standards, policies, and procedures
- Raising and discussing issues of importance to multiple Departments
- Promoting communications and collaboration around IT-related issues across the County
- Promoting the efficient operation of cross-functional and cross-organizational business processes
- Establishing Advisory Sub-Councils and Ad-Hoc Committees as needed, to address IT related issues affecting multiple Departments

VI ADVISORY SUB-COUNCILS

Advisory Sub-Councils are standing bodies chartered by the IT Leadership Council to provide on-going advice and make recommendations to the Leadership Council. Advisory Sub-Councils identify future requirements, technologies, and priority issues; recommending appropriate steps and solutions to the Council.

The Advisory Sub Councils are:

- Chaired by a Council member; the Chair may appoint additional co-chairs as deemed appropriate, (Chair of a sub-council is appointed by the CIO)
- The Advisory Sub Councils will:
 - Formulate, review, and recommend to the Council appropriate action on proposed or existing Departmental strategies, policies, procedures, guidance, standards and practices,
 - Be open to all Departments or mission areas; Departments or mission areas are encouraged to participate in all Sub Councils and

- Update the Council on active initiatives and progress to-date at each regularly scheduled Council meeting.

The IT Leadership Sub-Council (ITLSC) is established by the CIO as a special body that provides advice and assistance to the Leadership Council as subject matter experts in matters outside of IT as required.

The IT Leadership Sub-Council is comprised of selected departments (see Attached Membership Roster) that for the most part have been identified in the County's Strategic Plan as being "Enabling Departments". These departments' core missions are to provide critical services to other County Departments. Membership of this Sub-Council is set by the CIO. The members of this Sub-Council will elect a Chair and a Vice-Chair at their first meeting. The Chair serves as a voting member of the Leadership Council, representing the entire Sub-Council.

As this is a special representative body to the Leadership Council, the Vice-Chair of the IT Leadership Sub-Council may replace the Chair temporarily or permanently at anytime and will not be considered a substitute representative. During replacement periods the Vice-Chair will assume all membership rights on the Leadership Council including the right to vote.

VII AD HOC COMMITTEES

Ad Hoc Committees are created by the Council as working groups to collaboratively analyze and develop solutions to specific cross-Departmental issues and to make recommendations to the Council; will be disbanded by the Council once the solutions are in place and no on-going governance is needed; Teams may recommend their termination to the Council.

- Chaired by a Council member; the Chair may appoint additional co-chairs as deemed appropriate, (Chair of a sub-council is appointed by the CIO)
- The Chair is responsible for ensuring inclusion of all interested Departments, and for overseeing and reporting on the Team's progress to the Council.
- Led by Departments that show the keenest interest in solutions, those with passion for an issue, and that are willing to devote their efforts and resources to lead it.

Ad Hoc Committees will:

- Be open to all Departments, but Departments are not mandated to attend if the topic is not of interest to them
- Guide and coordinate departmental pilots; draft governance policy for review and approval by the Council; and provide a forum for sharing lessons learned
- Update the Council on progress to-date at each regularly scheduled Council meeting.

VIII DECISION MAKING

Recommendations to the Executive Governance Board and decisions rendered will be made by consensus of those members present at each meeting where the quorum is met. Consensus will be by majority vote, unless otherwise stated prior to the decision. The decisions and recommendations made along with any substantial opposing arguments will be documented in the minutes.

IX DISPUTES, APPEALS AND EXCEPTIONS

The Council is committed to an open and participatory governance process; in this context, it is possible that differences of opinion will arise among participants who may or may not sit on the Council. Where disputes exist, the processes outlined in this section will be followed to resolve disputes and provide a mechanism to appeal decisions.

Advisory Sub-Councils and Ad-Hoc Committees:

- Advisory Sub-Councils and Ad-Hoc Committees will raise issues, propose solutions and determine priorities and, with the exception of the IT Leadership Sub-Council, is opened to participation by interested parties who may or may not serve on the Council.
- Disputes that cannot be settled on the Sub-Council or Ad-Hoc Committee level may be brought before the IT Leadership Council.
- The issue must be submitted in writing to the IT Strategic Planning Manager prior to the Council Meeting agenda being posted. Issues that are submitted following the posting of the agenda will be heard in a later meeting.
- The participant raising the issue will be given an opportunity to present a case to the IT Leadership Council, who will listen to arguments for and against and will make a decision.
- If the participant is still in dispute the item may be appealed to the Executive Governance Board following the procedures defined for Council disputes.

IT Leadership Council:

- Disputes that cannot be settled on the IT Leadership Council level may be brought before the Executive Governance Board. The issue/appeal must be submitted to the IT Strategic Planning Manager who will inform the Council Chair of the appeal.
- The Council Chair will handle the appeal to the Executive Governance Board according to procedures.
- The participant raising the issue will be given an opportunity to present a case to the Board, who will listen to arguments for and against and will make a decision.
- If the participant is still in dispute the item may be appealed to the Chair of the Board following the procedures defined for Board Disputes.
- The Chair of the Executive Governance Board is the final arbiter of all disputes and appeals and will provide a final decision in accordance with Board procedures.

X NUMBER AND FREQUENCY OF MEETINGS

- The Council will meet monthly at a minimum, holding more frequent meetings as required. A meeting calendar will be posted at the beginning of each fiscal year.

- The Council will convene periodically for ad-hoc meetings on specific topics as needed

XI COMMUNICATION

- A communications strategy will be developed and implemented to explain the Council's vision, goals, initiatives, activities, and performance to IT and non-IT colleagues.
- The Council, at the end of each meeting will discuss items to be placed on future agendas.
- The IT Strategic Planning Manager will schedule meetings at the discretion of the Chair and will prepare the agenda electronically distributing or posting the agenda one week prior to the meeting date.
- Meeting proceedings will be documented and posted, along with other relevant material in an electronic format at a site to be made available to all Council members.
- Council issues and requests may be submitted to the IT Strategic Planning Manager who will manage the Council's administrative affairs.

XII CHARTER REVIEW

This Charter will be reviewed on an annual basis or as needed to evaluate its effectiveness and to incorporate any improvements. Changes to the Charter will be approved by a quorum of the IT Leadership Council members.

Attachment A: Membership Roster

IT Leadership Council Member Departments	Member
Chaired by: Chief Information Officer	Don Fleming
Aviation	Maurice Jenkins
Building	Donna Romito
Clerk of Courts	Tom James
Environmental Resources Management	Jerry Crawford
Fire Rescue	Jose Alvarez
Government Information Center	Debbie Higer
Miami-Dade Police	Ana Gispert
Miami-Dade Transit	Hugh Chen
Public Works	Teresa Fuentes-Smart
Seaport	Louis Noriega
Water and Sewer	Debbie Viera
Chair, IT Leadership Sub-Council	TBD

IT Leadership Sub-Council

Chair: To be determined	TBD
Audit & Management Services	Cathy Jackson / Jaime Rosenberg
Employee Relations	Jay Flynn
Enterprise Technology Services	Angel Petisco
Finance	Connie White
General Services Administration	Jay Pons
Housing	TBD
Procurement Management	Miriam Singer
Office of Strategic Business Management	Christa Erml
