

# Kickoff Meeting IT Leadership Council

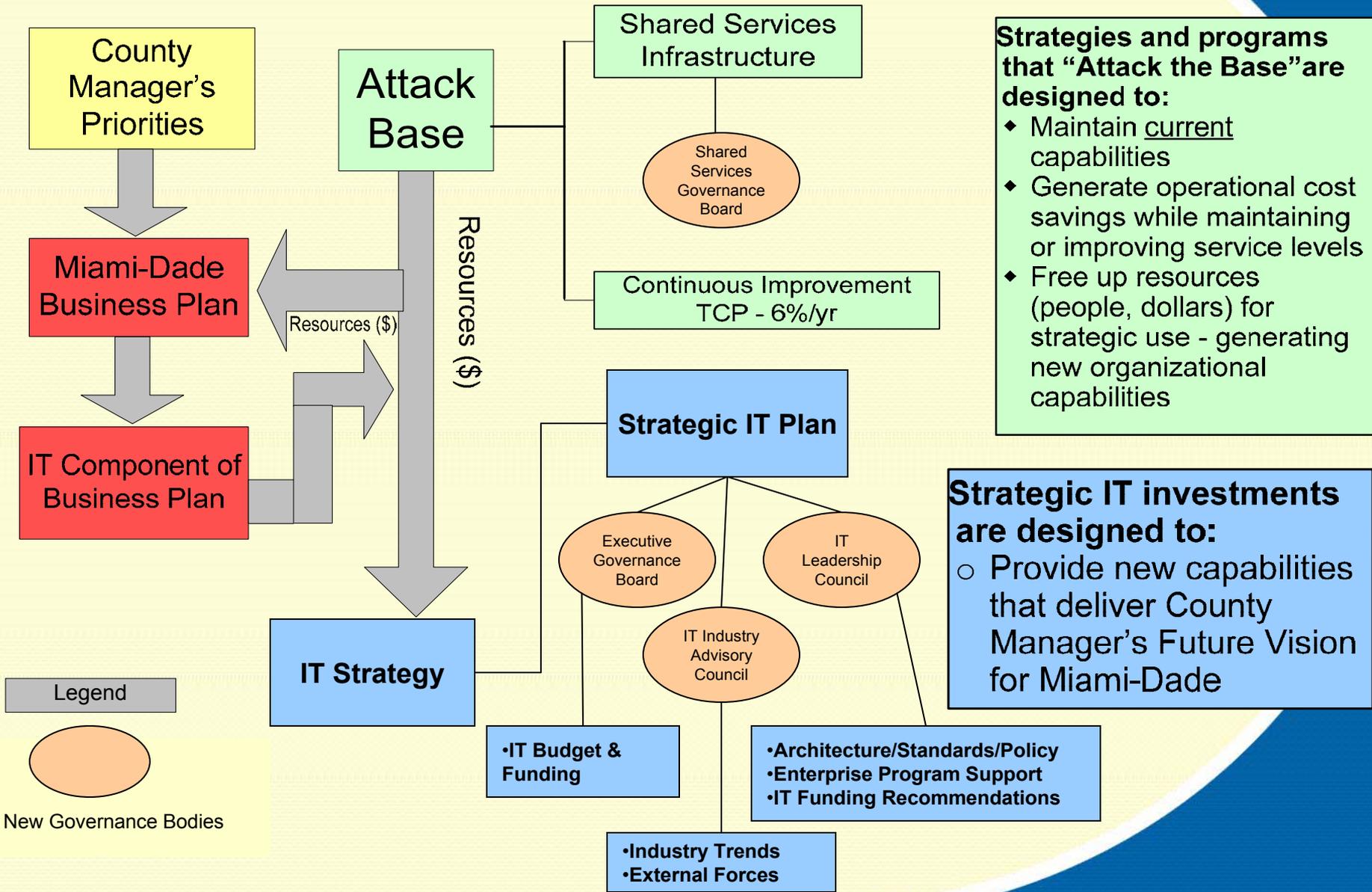
December 7, 2006

# Agenda

- I. Call to Order
- II. Introductions
- III. Discussion Topics
  - A. IT Governance Vision
  - B. FY 07/08 IT Governance Funding Process for Capital Requests
  - C. Charter Review & Ratification
  - D. Vice-Chair Nominations
  - E. Standup Ad-Hoc Committees & Councils
    - 1. Sub-Councils
      - a. Enabling Departments Advisory Sub-Council
    - 2. Ad-Hoc Committees for Critical Initiatives
      - a. Strategic Planning Working Group
      - b. Cyber-Security & Compliance Working Group
      - c. Architecture, Standards and Policy Working Group
  - F. Wrap-Up
    - 1. Announcements
    - 2. Issues
    - 3. Assignments
    - 4. Topics for Next Meeting
    - 5. Next Meeting Date

# IT Governance Vision

# Enterprise IT Transformation



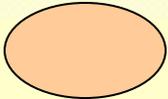
**Strategies and programs that “Attack the Base” are designed to:**

- ◆ Maintain current capabilities
- ◆ Generate operational cost savings while maintaining or improving service levels
- ◆ Free up resources (people, dollars) for strategic use - generating new organizational capabilities

**Strategic IT investments are designed to:**

- Provide new capabilities that deliver County Manager’s Future Vision for Miami-Dade

Legend

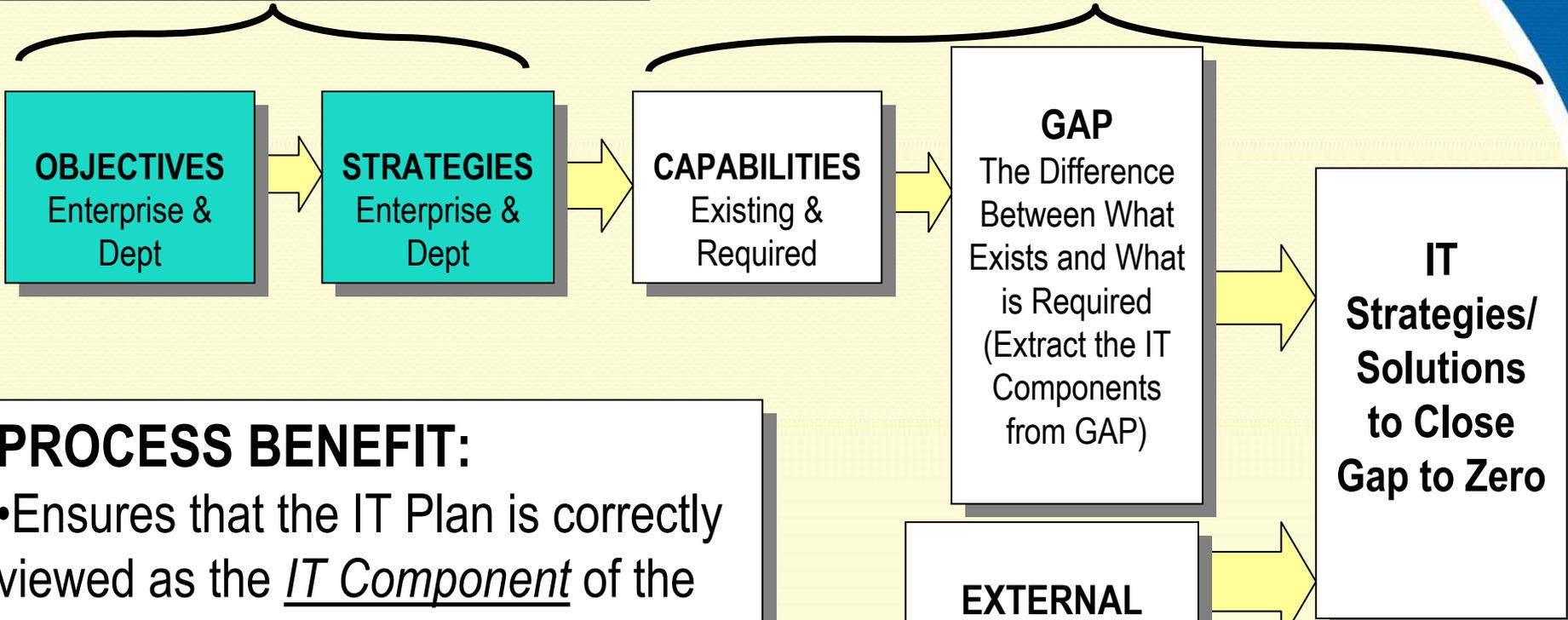


New Governance Bodies

# Enterprise IT Strategic Planning Process

County Manager's Office, Department Heads

IT Leadership Council Input



## PROCESS BENEFIT:

- Ensures that the IT Plan is correctly viewed as the IT Component of the Business Plan

Executive Governance Board

# Governance & Oversight

## Inclusive and Collaborative Model consisting of:

- **Executive Governance Board** approves Strategic IT plan and oversees critical infrastructure operations as well as implementation of strategic IT initiatives
- **IT Leadership Council** determines the IT strategy for enterprise and departmental initiatives and submits to the Executive Governance Board for approval
- **Enabling Departments Advisory Sub-Council** – facilitates the IT strategy for enterprise and departmental initiatives
- **IT Industry Advisory Sub-Council** – facilitates identification of IT trends and innovative use of IT from an external perspective
- **Department Directors** have the same role collectively for the enterprise as they have individually for their department
- **CIO** is the spark plug – drives the new governance & oversight model

## ❖ Executive Governance Board

**Mission/Purpose:** The Senior business owners – decide how much to invest in IT and what specific IT investments to make at the enterprise and departmental levels

### **Membership:**

- Chaired by the County Manager

### **Role:**

- Approves the IT Strategic Plan & strategic initiatives that are executed at the enterprise and departmental levels
- Decides IT operational issues by approving ETSD's budget

## ❖ IT Leadership Council

### **Mission/Purpose:**

Creates and executes IT Strategy designed to meet the County's business objectives

### **Membership:**

Chaired by the CIO. Members include Departmental CIOs representing Aviation, Building, Clerk of Courts, DERM, Fire, GIC, MDPD, Transit, Public Works, Seaport, Water & Sewer and a representative for the Enabling Strategies Departments.

### **Role :**

- An advisory body to the County's Executive Governance Board that provides leadership and vision for the planning, development, implementation, and review of Countywide IT strategies, services, solutions and budgets.
  - Owns the IT strategic 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

## ❖ IT Leadership Council – Role Continued:

- 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.
  - Advises and supports 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
  - Defines, implements, supports and enforces IT-related standards, policies, and procedures
  - Raises and discusses issues of importance to multiple Departments
  - Promotes communications and collaboration around IT-related issues across the County
  - Promotes the efficient operation of cross-functional and cross-organizational business processes
  - Establishes Advisory Sub-Councils and Ad-Hoc Committees as needed, to address IT related issues
- Serves as the IT Governance Funding Committee during this first transitional year until a new Governance Model based on the IT Strategic Plan can be implemented.

# Governance Bodies

## ❖ Enabling Departments Advisory Sub-Council

### **Mission/Purpose:**

Facilitates IT Strategy development and implementation to meet the County's business objectives

### **Membership:**

Chair to be determined. Members include Departmental IT Managers representing Audit and Management, Employee Relations, ETSD, Finance, GSA, OSBM and Procurement. The Chair represents the Sub-Council on the IT Leadership Council

### **Role :**

- An advisory body to the IT Leadership Council that provides advice and assistance to the Leadership Council as subject matter experts in matters outside of IT as required
- Serves on the IT Governance Funding Committee during this first transitional year until a new Governance Model based on the IT Strategic Plan can be implemented.

# Governance Bodies

## ❖ IT Industry Advisory Council – New

### **Mission/Purpose:**

Advises County Executives and the IT Leadership Council on IT trends and industry usage of IT.

### **Membership:**

To be determined. Expected to include CEOs or Executive VPs from three large IT vendors and three large local companies that strategically utilize IT to innovate, support and advance business operations.

### **Role :**

- An advisory body to the Executive Governance Board that provides counsel on IT trends and innovative usage of IT.
- Reviews and provides feedback on the County's IT Strategic Plan.

## Governance - Departmental CIOs

- Through the IT Leadership Council, department CIOs will invest approximately 20% of their time on Enterprise Strategies
- Department CIOs, through the IT Leadership Council, are the technical owners of the Enterprise IT Strategy and Oversee Infrastructure Operations
- Qualifications
  - Strategic thinkers that are business focused, have good communication skills and strong knowledge of departmental business and extensive knowledge about IT
  - Bring the Business view to IT and the IT view to Business

## Governance - County CIO

- As part of implementing the New Governance Process, role of the County CIO changes
  - The Spark Plug for IT Strategic Planning and Governance -- drives the IT Strategic Planning and Governance Processes but does not determine the Strategy
  - Takes the strategies developed and recommendations made by the IT Leadership Council to Executive Governance Board for approval
  - Works collaboratively with departments at the business and technical levels

## Governance - ETSD

- Steward, not the owner of IT infrastructure
  - Accountable to the Executive Governing Board and IT Leadership Council
  - Operates the computing and networking infrastructure for Miami-Dade County
  - Executes all enterprise initiatives
- Redefinition of the missions for ETSD and the departmental IT organizations into a complementary relationship

# The New Governance & Oversight Model

- **Provides:**
  - Continuous Improvement to Base Operations, freeing resources for new programs and Strategic Initiatives
  - IT Strategic Planning that is driven by business strategies
  - ETSD responsible for running and securing computing & networking infrastructure for Miami-Dade County
  - Departmental IT Organizations focus on leveraging IT to support business processes
- **Takes Away:**
  - Departments' right to unilaterally define the mission of their IT organization
  - Operation and management of computers and networks from the departments
- **Gives Back:**
  - Oversight and Governance over the steward organization providing Enterprise Operations (ETSD)
  - Control over Enterprise and Departmental IT Strategies

***Mission/Roles of ETSD and the Departments are complementary, not adversarial – clear delineation between Enterprise Infrastructure & Initiatives and Department-specific Projects***

# FY 07/08 IT Governance Funding Process for Capital Requests

# Role in the FY 07/08 IT Governance Funding Process for Capital Requests

- The IT Leadership Council and Enabling Departments Advisory Sub-Council will serve as the IT Governance Funding Committee during this first transitional year until a new Governance Model based on the IT Strategic Plan can be implemented.
- 5 Non-ETSD staff are required for a Technical Review Team by 1/12/2007
- Highlights for this year's schedule are as follows:

Workshop -- Business Case Preparation *	12/18/2006
All Business Case Submitted	1/19/2007
Leadership Council Meeting*	1/24
Initial Review of Business Cases (by OSBM & Tech Reviewers)	1/22 to 2/09
Final Version of Business Case Submitted	2/16
Meeting -- Business Case Presentations by Preparer *	2/27, 03/1 (and 3/5 if needed)
Business Cases Reviewed, Scored and Ranked	2/26 to 3/12
Meeting -- IT Leadership Council reviews/finalizes scores & ranks*	3/16
Executive Governance Board Reviews Council Recommendations	3/21
Final Rankings Published	3/30

## Legend

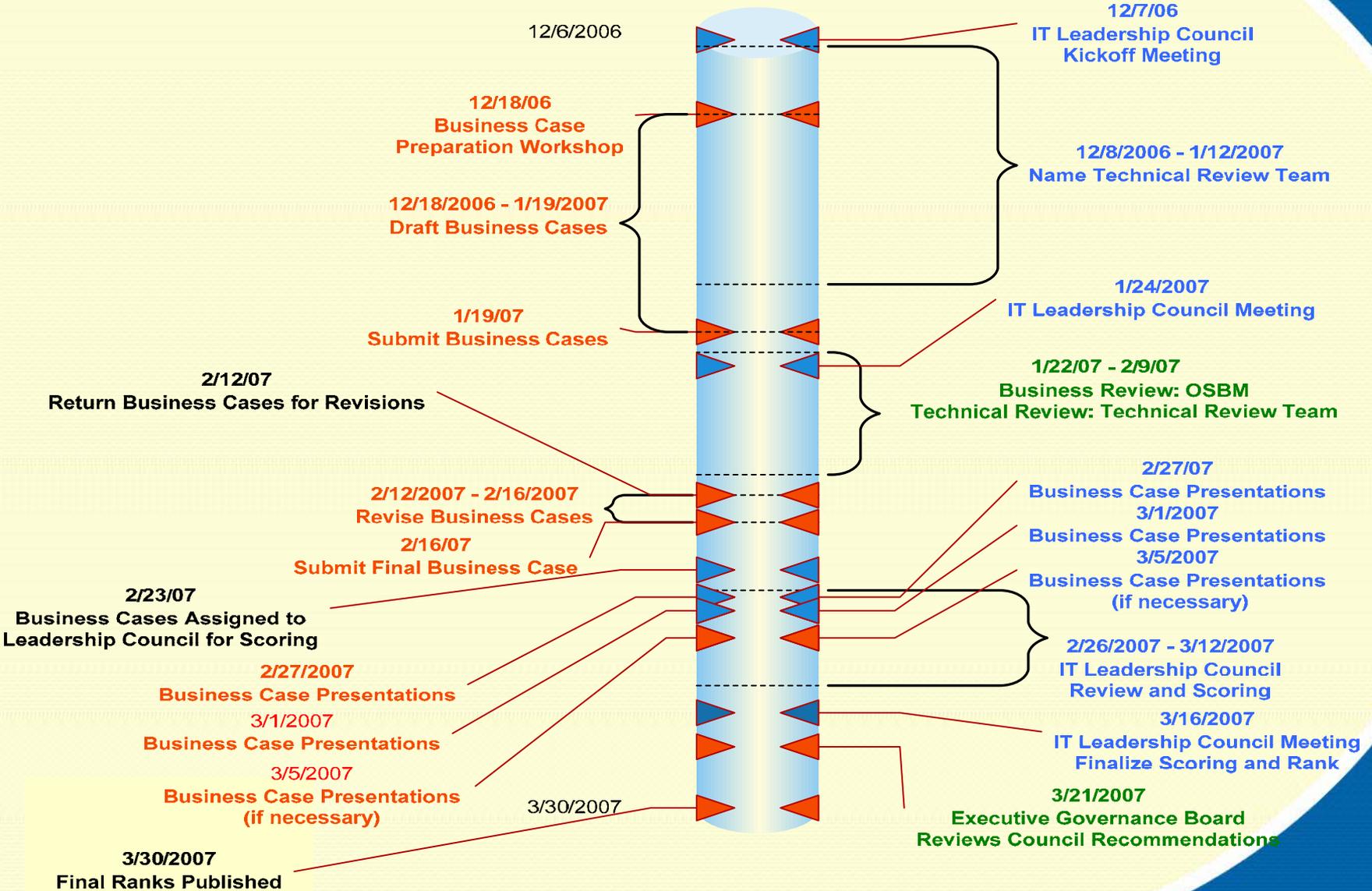
\* Meetings  
Leadership Council Activities

Departmental Preparer Activities  
Related Group Activities

Administrative Activities

# Timeline

## for FY 07/08 IT Governance Funding Process for Capital Requests



# IT Leadership Council Charter Review



Council Charter -  
Draft

# IT Leadership Council Charter Ratification

Discuss Vice-Chair for IT Leadership Council

# Stand-up “Immediate Need” Sub-Councils and Ad-Hoc Committees

# Sub-Councils

- Enabling Departments Advisory Sub Council
  - Review Charter
  - Ratify Charter



Sub-Council  
Charter-Draft

# Ad-Hoc Committees

- Immediate Governance Required for:
  - ❖ Strategic Planning
  - ❖ Cyber-Security & Compliance
  - ❖ Architecture, Standards & Policy
- Immediate Needs:
  - Establish Groups
  - Name Chair
  - Assign Charter Creation Teams (2-3) to establish roles and membership
  - Begin or continue work on these initiatives

# Strategic Planning

- A County-wide Strategic IT Plan must be completed by October 2007
- In order to develop the Strategic IT plan, this group must develop an inclusive process to provide county-wide perspective
- Once this framework has been developed additional resources will need to participate in the creation of the Strategic IT Plan
- The process will need long-term support after it has been executed
- Immediate Needs:
  - Establish a Strategic IT Planning Working Group
  - Name Chair (must be a Council Member)
  - Assign Charter Creation Teams (Chair + 2-3 others) to establish roles and membership
  - Mary Baker and Jenny Deblois have been working on Strategic Planning at ETSD and are appointed as working members for this Ad-Hoc Committee

# Cyber-Security & Compliance

- Cyber-Security is a county-wide priority
- A Cyber-Security Assessment was conducted and Miami-Dade needs to take immediate steps to provide the maximum reduction of risk in the shortest time possible by implementing the recommendations made in the assessment
- Once the immediate action plan for Cyber-Security has been addressed, the focus will shift to a long-term support body to deal with on-going Cyber-Security and Compliance
- Immediate Needs:
  - Establish a Cyber-Security Working Group
  - Name Chair (must be a Council Member)
  - Assign Charter Creation Team (Chair + 2-3 others) to establish roles and membership
  - Gary Gray and Angel Petisco have been managing the Cyber-Security Initiatives at ETSD and are appointed as working members for this Ad-Hoc Committee

# Architecture, Standards & Policy

- Immediate needs exist to develop, implement and support compliance for County-wide IT architecture, standards and policy
- Once this group is established, it will need to evolve into long-term support body
  - A Telecommunications AO is required immediately and work on it has begun
  - 2-3 people from other departments are needed to participate in the creation of this AO
- Immediate Needs:
  - Establish an Architecture, Standards and Policy Working Group
  - Name Chair (must be a Council Member)
  - Assign Charter Creation Team (2-3) to establish roles and membership
  - Pedro Cacicedo has been working on the Telecommunications AO and other IT Policy initiatives and is appointed as a working member for this Ad-Hoc Committee

# Telecommunication Administrative Order

- Scope - Comprehensive AO for the administration of telecommunication functions, including associated infrastructure and devices
  - Land lines
  - Wireless
  - Internet/Network access
  - Proper use, required approvals, refund for personal use
  - Corporate view of system security
- Main Objectives
  - Establish clear rules, processes and division of responsibilities.
  - Provide zero tolerance for abuse
- AO language will be approved by IT Leadership Council prior to submittal to the County Manager

# Wrap Up

- Announcements
  - Sharepoint Site for IT Leadership Council  
<http://sharepoint/sites/itlc/default.aspx>
- Issues
- Assignments
- Topics for Next Meeting
- Next Meeting Date

Thank you for attending

December 7, 2006