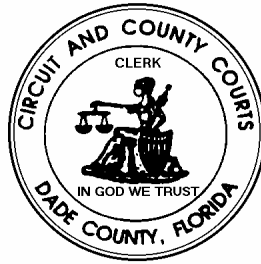


# Miami-Dade Clerk of Courts



## Role and Scope of the Chief Information Officer

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Miami-Dade Clerk of Courts  
Role and Scope of the Chief Information Officer

The Clerk of Courts' (COC) Chief Information Officer (CIO) is responsible for the management of information technology (IT) for the Clerk of Courts. For a detailed description of the functions and responsibilities of the CIO, see Attachment 1. The units that directly support IT for the COC, the Technical Services Division and SPIRIT support, report directly to the CIO. While the CIO provides management oversight for these specific areas, the CIO is also charged with the development of COC-wide policies that relate to the acquisition and implementation of IT solutions for the COC.

**CIO Mission Statement**

The ultimate goal of the CIO's Office is to effectively employ information technology to improve the services provided to our citizens and county government agencies, and to maximize the productivity of Clerk's staff.

**Major Goals**

1. Promulgate policies and procedures, as part of a formal COC-wide IT planning and budgeting process; to ensure IT projects are thoroughly evaluated from both a technical and business perspective.
2. Manage Information Technology resources as an investment by encouraging the annual allocation of funds to replace aging systems and equipment; limiting resources dedicated to "legacy systems" targeted for replacement to absolutely essential or mandated changes; and investing in education and training to ensure our technical staff can effectively implement current and future technologies.
3. Encourage business process redesign as a prerequisite to the implementation of IT solutions.
4. Implement standards-based technology in order to leverage technology investments. Adhere to open standards for hardware and software. Limit the introduction of proprietary technologies.
5. Implement current, proven technologies. When appropriate, use limited-scope pilot projects to introduce new technology.
6. Develop internal capabilities to support distributed client/server and browser-based applications. Upgrade the development environment using state-of-the-art software development methodologies and software to facilitate the rapid development of reliable, scalable and secure systems. Convert legacy database systems to relational database platforms. Where appropriate, reduce reliance on external IT resources.
7. Emphasize, when appropriate, the implementation of high-quality, commercial-off-the-shelf (COTS) software. Redesign existing work processes in order to minimize customization.
8. Create and manage a reliable, secure network as a fundamental and critical component of our IT infrastructure.

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9. Seek out and develop partnerships with strategic vendors who can assist the Clerk's office in achieving its goals.

**Management Structure**

Overall responsibility for IT management is vested in the Chief Information Officer whose responsibilities are authorized by the job description in Attachment 1. The Office of the CIO reports directly to the Clerk of Courts and sits on the Clerk's Executive Committee. The CIO oversees all IT initiatives for the Clerk and coordinates IT related procurements and contracts. The position directly oversees the Technical Service Division and SPIRIT Support.

**Policy Structure**

The CIO has recommended the establishment of the following policy structure:

The **COC Executive Committee** is an existing body composed of the Clerk's key managers and chaired by the Clerk of Courts. The Executive Committee should provide the CIO with input on strategic issues, specific COC business processes as they relate to IT projects, as well as IT policy guidance. It consists of the Senior Deputy Clerks, Council to the Clerk, the Comptroller, Director of Human Resources and Administrative Services, Clerk of the Board of County Commissioners, and the CIO. It reviews the COC IT Plan and insures participation of their units in the development of the plan. (See Attachment 2)

The mid-level organization, which focuses on tactical/operational planning, is the **Technical Advisory Committee**. This group is convened and chaired by the CIO to discuss, collaborate and coordinate COC-wide IT needs, initiatives and resources. (The Charter for the Technical Advisory Committee is included herein as Attachment 3.) It reviews Working Group results and provides recommendations to the CIO for project planning.

**CIO Working Groups** (See Attachment 4) are organized by the CIO to address technology requirements and options. Typically, a working group will review specific IT needs, outline high-level requirements, survey technology and present recommendations to the CIO regarding technical directions and trends. For example, an Intranet Working Group has been formed with memberships from all interested divisions in order to provide the CIO with practical options to use in implementing that technology. Also, a Civil System Working Group has been formed to consider alternative systems to replace the existing civil case management system. Working groups coordinate across COC divisions / units as the members are to keep their directors advised of their work, and also to represent their division's requirements and opinions within the working group. The following CIO Working Groups may be formed in the near future: Internet Working Group, IT Technical Architecture Working Group, Networking Working Group, Imaging and Workflow Systems Working Group, and the IT Standards Working Group

ATTACHMENT 1  
**CHIEF INFORMATION OFFICER**

The Chief Information Officer (CIO) for the Clerk of Courts (COC) provides oversight of information technology functions including direct management of the Technical Services Division, SPIRIT Support and the Marketing and Communications unit. The CIO has overall responsibility to develop COC-wide IT policy and standards as well as strategic plans and IT budgets. He/she will develop a COC-wide approach for planning for IT needs and address budgets and project management to ensure efficient and effective service delivery and alignment with COC business goals and objectives. Specifically, the role of the COC will be to:

- Provide IT leadership and policy development.
- Develop Strategic and Tactical (Action) IT plans in conjunctions with operational units and the Clerk's Executive Committee.
- Monitor and report progress on action plans.
- Facilitate the integration of IT planning and budgeting.
- Submit changes to action plans in coordination with the budget process.
- Act as a technology advocate for the Clerk.
- Articulate technology issues and provide IT recommendations to the Clerk of Courts.
- Facilitate program coordination of IT for Clerk of Court.
- Develop, adjust and help implement a strategic IT plan for the Clerk's Office.
- Represent Miami-Dade County Clerk of Courts on external IT matters.

The broad goals of this IT planning structure (See Figure 1), which includes the Executive Committee, a Technical Advisory Committee and a CIO position, are to:

- Integrate IT planning and budgeting within the areas of responsibility of the Clerk of Courts.
- Identify COC-wide project priorities and facilitate their implementation
- Facilitate the adoption and use of IT standards and the development of IT architecture.
- Provide recommended solutions to the Clerk of Courts on technology issues.
- Facilitate the integration and coordination of IT across the Clerk's entire area of responsibility.
- Review IT procurement methods and processes and recommend improvements to facilitate securing hardware and personnel resources. Develop a process for COC-wide requisitioning of projects and resources including software, hardware, consultants and temporary services. Monitor COC technology procurement to insure compliance with standards and stated priorities.
- Ensure service provision through staff and vendor contracts as deemed necessary. Assess and recommend beneficial outsourcing opportunities

The establishment of a Clerk of Courts CIO position provides an infrastructure to support the development of strategic and action plans that will allow the Clerk of Courts Office to better manage its IT resources. The Clerk CIO will ensure that identified service requirements drive the information systems direction and computing architecture put in place within the Clerk's Office.

ATTACHMENT 1  
**CHIEF INFORMATION OFFICER**

The Clerk CIO will employ a phased approach to strategic planning to include:

- The development of an understanding of the long-term strategic direction and goals of the Clerk of Courts
- The development of specific goals, objectives and requirements for the next few years
- The development of a high-level strategic IT plan
- Recommended action plans to meet specific IT requirements

The CIO will report directly to the Clerk of Courts. The CIO will serve as a member of external technology advisory boards, which may be established.

ATTACHMENT 2  
**COC EXECUTIVE COMMITTEE**

Purpose: The Clerk's Executive Committee, as it relates to IT policy, will help identify the strategic direction for IT within the Clerk's Office. The Executive Committee will be asked to address IT-specific issues on a quarterly basis. The responsibilities of the Executive Committee related to the development of IT strategy for the COC will be to:

- Develop an IT Vision statement for the Clerk of Courts.
- Recommend IT priorities and funding strategies to the Clerk of Courts
- Review and comment on the Goals and Objectives proposed to achieve the IT Vision.
- Review CIO Working Group proposals and make recommendations.

Membership: Clerk of Courts – Chairperson  
Members of the Clerk's Executive Committee

ATTACHMENT 3  
**TECHNICAL ADVISORY COMMITTEE**

The COC Technical Advisory Committee is comprised of the CIO, Director and Assistant Director of the Technical Services Division (TSD), together with two Computer Services Managers from TSD. The Technical Advisory Committee will review all requests and proposals for IT initiatives from COC operational units, and will route requests and proposals to the Executive Committee for review.

The members of the Technical Advisory Committee will work under the direction and leadership of the CIO and will:

- Assist the CIO in compiling departmental IT initiatives and in formulating the overall vision, goals, and objectives to guide COC-wide IT strategies.
- Assist in the development and revision of standards, guidelines, and benchmarks for evaluating COC IT operations.
- Review CIO Working Group conclusions and recommendations on IT requirements and recommend consistent approaches for development and deployment of common services and introduction of new technologies.
- Assist the CIO and Comptroller in compiling costs of IT including total cost of ownership and budgets.
- Review departmental initiatives for compliance with COC standards and make recommendations to the CIO for disposition.

**ATTACHMENT 4**  
**CLERK CIO WORKING GROUPS**

Working groups organized by the CIO are chartered as ad hoc organizations to explore technical issues.

- All Divisions and units of the COC will be invited and are encouraged to participate. In addition, depending on the topic under consideration, staff from the AOC or ITD may be asked to participate.
- Each working group will select its chairperson unless appointed by the CIO.
- Typical Responsibilities:
  - Review departmental activities underway in a given information technology (IT) field and those being considered in order to establish an overall view of IT requirements for a given function.
  - Study available solutions or various technical means to satisfy the functional requirements being reviewed.
  - Conduct vendor demonstrations to analyze capabilities that are available.
  - Make recommendations to the CIO as to appropriate technical strategies for COC-wide implementation.
  - Draft Statements of Work for contracts.
- Subcommittees may be formed.
- Working groups will brief the Technical Advisory Committee on conclusions and recommendations, incorporate recommendations into a final report, and prepare briefings for the Clerk's Executive Committee.

Figure 1

**MIAMI-DADE CLERK OF COURTS**  
**OFFICE OF THE CHIEF INFORMATION OFFICER**  
**29 April 2002**

