

Clearwater, Florida, January 17, 2013

The Pinellas County Business Technology Services Board met in regular session at 1:03 P.M. on this date in the County Commission Assembly Room, Pinellas County Courthouse, Clearwater, Florida, with the following members present:

Susan Latvala, County Commissioner, Chairman  
Pam Dubov, Property Appraiser, Vice-Chairman  
Deborah B. Clark, Supervisor of Elections (SOE)  
Robert Gualtieri, Sheriff  
Myriam Irizarry, representing Ken Burke, Clerk of the Circuit Court  
Robert S. LaSala, County Administrator  
Bernie McCabe, State Attorney  
Chief Judge J. Thomas McGrady, Sixth Judicial Circuit  
Diane Nelson, Tax Collector  
Denise Poling, representing Bob Dillinger, Public Defender  
Kenneth T. Welch, County Commissioner

Not Present

Ken Burke, Clerk of the Circuit Court  
Bob Dillinger, Public Defender

Also Present

Paul F. Alexander, III, Director of Business Technology Services (BTS)  
James Russell, Interim Executive Director of Business Technology Services  
Dennis R. Long, Chief Assistant County Attorney  
Peggy Rowe, Director of Human Resources  
BTS Department Staff  
Michael P. Schmidt, Board Reporter, Deputy Clerk

AGENDA

1. Call to Order (Chair, Commissioner Latvala)
2. Designation of Voting Proxies (Chair, Commissioner Latvala)
3. Approval of Meeting Minutes (Chair, Commissioner Latvala)
  - BTS Board Meeting – October 18, 2012
  - BTS Board Meeting – December 18, 2012
4. Action Item – Approval of Compensation for BTS Interim Executive Director (Chair, Commissioner Latvala)

5. Action Item – Approval of Plan for Filling Vacant BTS Executive Director Position  
(Chair, Commissioner Latvala)  
Options for Recruitment Process/Estimated Costs
6. Discussion Item – Future BTS Board Governance Model (Chair, Commissioner Latvala)
7. Action Item – Approval of Annual Process for (non-BTS) IT Budget Items  
(Chair, Commissioner Latvala)
8. Adjournment (Chair, Commissioner Latvala)

### CALL TO ORDER

Chairman Latvala called the meeting to order at 1:03 P.M.

### DESIGNATION OF VOTING PROXIES

Mr. Alexander indicated that the Interlocal Agreement allows one proxy vote per year per member; and that the clock has reset for the new calendar year; whereupon, Chairman Latvala indicated that Ms. Poling is representing Mr. Dillinger at today's meeting; and that Ms. Irizarry is representing Mr. Burke.

Thereupon, Chairman Latvala indicated that the members had each received a copy of Mr. Burke's memo offering his thoughts pertaining to the hiring of a new BTS Executive Director.

### MINUTES OF OCTOBER 18, 2012 MEETING – APPROVED

Upon presentation by Chairman Latvala of the October 18, 2012 meeting minutes, Commissioner Welch moved, seconded by Ms. Dubov and carried, that the minutes of the October 18, 2012 meeting be approved.

### MINUTES OF DECEMBER 18, 2012 MEETING – APPROVED AS AMENDED

Upon presentation by Chairman Latvala of the December 18, 2012 meeting minutes, she clarified that the last paragraph on Page 2, under New Director Search, should have reflected that she had discussed with Administrator LaSala the rationale he used to determine whether to advertise the position or do a national search; whereupon, Commissioner Welch moved, seconded by Administrator LaSala and carried, that the minutes of the December 18, 2012 meeting be approved as amended.

TEN PERCENT INCREASE TO CURRENT CONTRACT OF BTS INTERIM EXECUTIVE DIRECTOR – APPROVED

Mr. Alexander provided background information regarding the appointment of James Russell as Interim Executive Director of BTS, and related that Ms. Rowe is available to answer any questions regarding the Unified Personnel System and the additional compensation associated with the temporary upgrade of Mr. Russell; that he and Ms. Rowe had agreed that a 10 percent increase to Mr. Russell’s current salary of \$120,000.00 a year would be appropriate; and that if Mr. Russell were to be chosen as the Executive Director of BTS, further compensation could be discussed at that time; whereupon, Mrs. Nelson moved, seconded by Commissioner Welch and carried, that a 10 percent increase to the current contract of Mr. Russell be approved.

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Deviating from the agenda, Chairman Latvala announced that Agenda Item No. 6 would be heard prior to Agenda Item No. 5.

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FUTURE BTS BOARD GOVERNANCE MODEL

Chairman Latvala discussed the governance model, relating that many changes have taken place over the past 10 years; and that now could be an opportune time to discuss the current model and various alternatives prior to the hiring of a new Executive Director; whereupon, offering her perspective, she related that one possible model could be bringing the BTS Department under the County Administrator and the Board of County Commissioners (BCC), and discussion ensued.

Mrs. Nelson opined that while it is essential for the members to discuss the model to establish what type of candidate would be best suited for the position of Executive Director and whether that individual would report to the County Administrator, she does not consider abolishing the Board to be a radical idea; that although she carefully prepares for meetings, she would prefer not to attend; that she mainly relies on BTS to provide network and phone support; that the main users of BTS services are the Courts, Clerk, and BCC Departments; and that while she considers it important for her department to remain involved with the various technical committees, she may eventually remove herself from the Board if the governance model does not change.

Mrs. Clark related that her views mirror those of the Tax Collector; that the SOE Office is a small organization, not a large player, and utilizes few BTS services; and that while

she wants her department to continue to have a good working relationship with BTS and to remain engaged with new projects and expanding technologies, she does not have to be a member of the Board to accomplish that objective; whereupon, Chairman Latvala related that all of the committees could remain in effect; and that as projects continue to move forward, the current BTS members would want to stay apprised of their progress.

Chief Judge McGrady related that he is conflicted about changing the present governance model, remarking that it has worked well from the perspective of the Courts. He expressed concern regarding the role of the Criminal Justice Information System (CJIS) Board if the BTS Board were to cease, noting that even though the CJIS Board is an advisory board and a non-legal entity, it has worked well to bring together stakeholders and to resolve issues with respect to technology and the Courts; whereupon, Chairman Latvala related that the CJIS Board is a prime example of one that should, and likely would, continue for an indefinite period of time due to ongoing issues and changes.

Ms. Dubov indicated that she would like to have another meeting to discuss a new model in greater detail before committing to its structure. She related that while she understands the points of view expressed by Mmes. Nelson and Clark and is aware that the members retain the option of withdrawing from the Interlocal Agreement, the Board meetings allow the members an opportunity to freely communicate their viewpoints and interests. Ms. Dubov noted the value of members working together and providing input regarding how the BTS Department functions, and discussed some of the important work that has been accomplished by the Board. She questioned whether such progress would have been made without all of the members working together, and expressed concern that if the Board were to disband, the members might begin to chart their own course and lose the benefits achieved through collaboration.

Ms. Dubov related that a decision did not have to be made today regarding the model; and that decisions relating to interviewing an Executive Director can be made in time for the potential candidate to understand how the model is expected to operate; whereupon, she reiterated her request that another meeting take place, possibly in a workshop setting, to engage in further discussion as she shares the concerns of Chief Judge McGrady regarding ending the current model; whereupon, Commissioner Latvala related that while no decisions were being made today on the item, she wanted to discuss the possibilities relating to an alternative model.

Commissioner Welch opined that even though the Board may have served its purpose and the time come to move forward, he does not want to lose the partnership and communication achieved by the members; and related that an annual meeting or workshop would be a good approach for continuing that teamwork and collaboration. He pointed out the benefits of having an Executive Director who reports to the County Administrator, explaining that such a model would alleviate Sunshine Law issues that currently hinder interactions between the

members of the Board and the County Administrator. Commissioner Welch related that advisory boards such as the Security Panel, the Technology Steering Committee, the Oracle Business Applications Executive Committee, and the Enterprise Geographic Information Systems Steering Committee could be kept in place and would provide representation as issues arise; and that Service Level Agreements are currently in place to lock in the business requirements of the members; whereupon, he related that the Board has identified what is vertical, horizontal, and enterprise and taken advantage of nearly all the big efficiencies to be gained; and that due to a level of trust that was not present five or six years ago, the members could confidently move to a new model.

Mr. McCabe discussed the importance of using the collaborative approach when working to solve issues, and related that Pinellas County officials, unlike those in other counties, have generally worked together to solve problems; whereupon, he discussed the importance of the collaborative approach as it pertains to the Board, relating that it has served the members well by giving them an opportunity to look each other in the eye when making important budget decisions, thus contributing to an enhanced level of trust. Mr. McCabe indicated that if the model were to change and the Board were to cease, the current level of trust among the members could dissipate and collaborative efforts subside as members embark on their own paths; whereupon, he cautioned the members that the alternative model is akin to the model found in other counties that Pinellas County prides itself in surpassing.

Sheriff Gualtieri discussed the relationship between the Governance Model, the Pinellas County Sheriff's Office, and CJIS. He related that issues related to CJIS will be ongoing; and requested that the workshop discussion consider how current systems such as CJIS and Odyssey, and those designed for the future, would integrate into a new governance model; whereupon, he questioned if there is another type of model that would more closely align with the requirements of CJIS and its stakeholders; and related that, from his perspective, much of what BTS seems to focus on are things that are under the purview of the County Administrator and the County Commission.

Chairman Latvala related that while she will not ask the County Administrator to return with alternative governance model designs due to Sunshine Law considerations, it is completely acceptable for him to provide input during the meeting; whereupon, she requested that the members email further thoughts to Attorney Long regarding governance; and that she and Attorney Long would craft additional models with the assistance of Attorney Bennett and others who could provide valuable input. Chairman Latvala related that it is important for the constituencies of the various committees to be represented; and that because membership on the Board will change as time passes, it is important those new members feel welcomed and their input valued so that the momentum of the Board continues and past accomplishments are not lost.

Chairman Latvala recommended that following today's discussion regarding the search for an Executive Director, the timetable for reviewing the alternative models be discussed and, in response to the Chairman's comments and queries, Commissioner Welch suggested that the CJIS User Policy Board be formalized as an official entity with a dotted-line reporting relationship to the BCC, and agreed to assist Attorney Long in developing various governance models; whereupon, Attorney Long related that he and the prior Chief Judge had engaged in several exercises regarding formalizing the CJIS User Policy Board through an Interlocal Agreement; that the associated materials were retained by the County Attorney's Office; and that he and Commissioner Welch would explore different alternatives with regard to formalizing the relationship between Pinellas County Government and the Policy Board with respect to policy issues, budgeting issues, and similar topics.

Mrs. Nelson suggested that if the new model were to involve a restructuring of the Board, it could consist of one Constitutional Officer representing the others. Ms. Dubov indicated that she would be glad to serve in such a capacity; and Chairman Latvala indicated that although such a model would be perfectly acceptable, as the Constitutional Officers are free to meet and are not subject to Sunshine Law considerations, it would require Ms. Dubov to conduct a separate meeting to brief the other Constitutionals; whereupon, Chairman Latvala remarked that she would prefer that all the members get together on a yearly basis.

Ms. Dubov related that while not all members are affected by a particular agenda item, she considers the yearly meeting where the members discuss and vote on various budget and strategic plan items to be of great importance. She related that because the BCC and Constitutional Officers may have different points of view regarding the budget and information technology, it is good to have a meeting where the members can express their concerns and have the opportunity to vote on those items. Ms. Dubov related that although she will keep an open mind and is willing to look at all the models, she has concerns regarding the potential downsides of a model where non-BCC voices are not part of the process; whereupon, Ms. Irizarry related that because the Clerk's Office is a big user of information technology, Mr. Burke would definitely be supportive of a future workshop.

Mr. McCabe commented that under the current model, the BTS Executive Director is essentially accountable to the Board; and expressed his concerns that under an alternative model where the Executive Director only reports to the County Administrator, he or she may be less responsive to the members' needs. Mr. McCabe briefly discussed the Service Level Agreement, relating that it is geared toward the big picture, is not nimble enough for quickly changing priorities, and could hamper the Executive Director's efforts to fulfill the members' requirements; and that when funding priorities are established for the current and upcoming year, they will have a big impact on CJIS and its stakeholders; whereupon, Attorney Long confirmed his understanding of the Chairman's direction pertaining to the creation of more

than one alternative model that addresses the concerns brought forth by Mr. McCabe and Ms. Dubov; and indicated that he would provide information at the next meeting.

Thereupon, Mr. Alexander offered some final thoughts, relating that the members contributed greatly to his success; whereupon, he presented historical background information relating to business services and how the structure of those services has changed over the last 10 years. Mr. Alexander related that there is an efficiency associated with business services that clearly distinguish things that are enterprise services, are paid out of the General Fund, and placed under the County Administrator; and that Service Level Agreements would not only define customers' expectations of BTS, but would include things needed by BTS to make the partnership successful; whereupon, he related that Service Level Agreements and Interlocal Agreements have been successfully employed in various boards and departments throughout the County.

Mr. Alexander discussed the significance of dealing with CJIS and the importance of maintaining the CJIS User Policy Board, relating that collaborative efforts are going to be critical over the short and long terms with regard to common business processes in the Criminal Justice area. Mr. Alexander related that the CJIS Board has not been officially recognized as an administrative entity with authority over budget and similar issues; that the relationship between Pinellas County Government and the CJIS Board could be formalized through an Interlocal Agreement or some other arrangement; that the dotted-line reporting structure suggested by Commissioner Welch would give the Justice community a strong voice over budget issues and other concerns important to them; and that due to the elimination of Sunshine concerns, it would provide more direct access to the County Administrator to address concerns relating to business enterprise services; whereupon, Mr. Alexander related that he is concerned about a future candidate feeling anxious about sitting at the dais with all of his or her bosses.

In summary, Mr. Alexander suggested that now may be the appropriate time to revisit and put a strong governance model in place; that the members could meet on a biannual or annual basis and work collaboratively on issues relating to the budget and strategic planning; and that he would advocate for and be supportive of such a change; whereupon, Sheriff Gualtieri related that he would prefer the future Executive Director to devote his or her time to more substantive tasks than BTS Board activities.

Administrator LaSala related that the prospective governance model in which the BTS Department would report to the BCC and the County Administrator makes sense from an enterprise perspective, provided that the constituent users believe their input has contributed to how services are delivered; and that he looks forward to participating in the upcoming workshop. He related that he has concerns regarding some points raised by the members; and that he wants to achieve consensus regarding their expectations and level of satisfaction with regard to his

performance under the BCC/County Administrator type of model; whereupon, in response to queries by Chairman Latvala regarding the possible advantages of an Executive Director reporting directly to the County Administrator and his Executive Team, Administrator LaSala related that a greater integration of information technology would be a likely benefit, but would involve a change in work flow and require more of his attention.

Thereupon, Chairman Latvala related that a timetable for reviewing governance models would be discussed later in the meeting; and reiterated her request that the members email any further thoughts regarding models to Attorney Long; whereupon, Attorney Long related that he would be glad to meet with Board members to discuss various options.

PLAN FOR FILLING VACANT BTS EXECUTIVE DIRECTOR POSITION – TEMPORARILY DEFERRED

Sheriff Gaultieri suggested that the item be tabled until a decision is reached regarding the future governance model, and offered his perspective as to why a recruiting firm should be used in the search for candidates; whereupon, he related that if the decision is made to bring the model under the County Administrator, it would be unfair for the members to embark on the process of selecting an Executive Director.

Thereupon, Sheriff Gaultieri moved, seconded by Administrator LaSala and carried unanimously, that the item be temporarily deferred; and that discussion be postponed until after a decision is reached regarding the governance model.

TIMELINE FOR REVIEWING ALTERNATIVE GOVERNANCE MODELS – DATE OF MEETING TO BE DETERMINED

Chairman Latvala related that discussion would take place at this time to select a meeting date to discuss governance models; and in response to her queries, Mr. Alexander suggested that a date be selected where the governance model would be the main focus; and Chairman Latvala agreed, proposing that a Special Meeting be held, and discussion ensued.

Mr. McCabe suggested that the meeting be held on a Friday to accommodate those members who would be traveling to and from Tallahassee for the Legislative Session; and following brief discussion, Chairman Latvala related that she would review the legislative calendar, select a date that would not conflict with the Legislative Session, and send an email to the members; whereupon, she thanked Ms. Rowe for her assistance in the search for an Executive Director.

APPROVAL OF ANNUAL PROCESS FOR (NON-BTS) IT BUDGET ITEMS –  
TEMPORARILY DEFERRED

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Mr. Alexander provided background information regarding the item, relating that it was an action item from the combined BCC/BTS Board meeting which took place in February 2012; and that the Board had directed BTS to work with the Office of Management and Budget Director to create a financial instrument or similar mechanism to capture information technology costs outside of BTS. Mr. Alexander related that after considerable discussion and deliberation at the joint meeting, the members had expressed a sensitivity toward differentiating between operations, maintenance, and capital, and toward things that were state-funded versus county-funded, relating that the members were only interested in county-funded items.

Mr. Alexander indicated that the action item remains open; reported that during his one-on-one meetings, the members discussed the paths they want to take, the best ways to accomplish their goals, and what they want to achieve; and suggested that information technology costs be itemized as part of the normal annual budget submittal to the BCC. Sheriff Gualtieri recommended that the item be temporarily deferred because any reports generated would be coming back to a Board which might not exist in the future; whereupon, he moved, seconded by Mrs. Nelson and carried unanimously, that the item be temporarily deferred until after a decision is reached regarding the governance model.

RECOGNITION OF OUTGOING BTS EXECUTIVE DIRECTOR

Chairman Latvala, Commissioner Welch, and Mmes. Nelson and Clark thanked Mr. Alexander for his outstanding service, dedicated leadership, and notable accomplishments during his tenure as BTS Executive Director, and wished him well in future endeavors; whereupon, Mr. Alexander reiterated that the members contributed greatly to his success and were instrumental in helping him to realize significant accomplishments over the past 10 years.

ADJOURNMENT

The meeting was adjourned at 1:56 P.M.