

Clearwater, Florida  
August 20, 2015

The Pinellas County Business Technology Services (BTS) Board met in regular session at 1:01 P.M. on this date in the Clerk's Fourth Floor Conference Room, Pinellas County Courthouse, Clearwater, Florida, with the following members present:

Kenneth T. Welch, County Commissioner, Chairman  
Pam Dubov, Property Appraiser, Vice-Chairman  
Ken Burke, Clerk of the Circuit Court and Comptroller (Late Arrival)  
Deborah B. Clark, Supervisor of Elections  
Bob Dillinger, Public Defender  
Bernie McCabe, State Attorney  
Diane Nelson, Tax Collector  
Chief Judge Anthony Rondolino, Sixth Judicial Circuit  
Karen Williams Seel, County Commissioner

Not Present

Bob Gualtieri, Sheriff  
Mark S. Woodard, County Administrator

Also Present

Martin Rose, Chief Information Officer, BTS  
Don S. Crowell, Managing Assistant County Attorney  
BTS Department Staff  
Michael P. Schmidt, Board Reporter, Deputy Clerk

AGENDA

1. Call to Order (Chair, Commissioner Welch)
2. Designation of Voting Proxies (Chair, Commissioner Welch)
3. Approval of Meeting Minutes (Chair, Commissioner Welch)  
BTS Board Meeting – June 15, 2015
4. BTS Organizational Survey and Assessment
5. Proposed Changes to the BTS Board
6. Other Business
7. Adjournment (Chair, Commissioner Welch)

CALL TO ORDER

Chairman Welch called the meeting to order at 1:01 P.M.

DESIGNATION OF VOTING PROXIES

Chairman Welch noted that there are no proxies present.

MINUTES OF JUNE 15, 2015 MEETING – APPROVED

Upon presentation by Chairman Welch of the minutes of the BTS meeting of June 15, 2015, Mr. Dillinger moved, seconded by Mr. McCabe and carried, that the minutes be approved as submitted.

BTS ORGANIZATIONAL SURVEY AND ASSESSMENT

Chairman Welch provided background information regarding the item, indicating that Human Resources has completed the organizational survey and assessment of the BTS Department as requested by the Board; that Human Resources Administrative Manager Laura Berkowitz will give an overview and present her findings; and that following discussion by the members, Mr. Rose will convey how he intends to address issues within his department.

Ms. Berkowitz indicated that subsequent to the March 2015 request of Mr. Rose, former Human Resources Director Peggy Rowe had assigned staff members David Groeller and Matt Stewart to conduct one-on-one interviews with 19 members of the BTS Strategic Leadership Team in order to determine how recent organizational changes were affecting the department; whereupon, she discussed the interview process and the focus of the survey questions, relating that the anonymous responses were shared with Mr. Rose; and that even though there was no clear consensus, some team members strongly support, while others strongly disagree with, the direction in which Mr. Rose is leading the department, the changes he has made, and his vision for the future.

Ms. Berkowitz reported that while in most organizations there will be a wide range of opinions about the leadership, what was interesting about the BTS study was the deep disagreement from those individuals who do not support Mr. Rose. She related that several employees cited the working relationship between Mr. Rose and former BTS Interim Director Jim Russell, the lack of cohesiveness on the Leadership Team, and the serious effect those issues are having on the organization; whereupon, she indicated that, in general, people gave Mr. Rose credit for improved service delivery, but thought some aspects of the organization could be improved, including his leadership style; and that a number of team members related that issues of retention, technology, budget, and ongoing change had existed prior to the arrival of Mr. Rose, and discussion ensued.

Mr. McCabe commented that upon reading the survey results, he had questioned the efficacy of the process, and related that any large organization will have employees who either agree or disagree with management; and that the assessment does not provide a definitive conclusion.

\* \* \* \*

Mr. Burke entered the meeting at 1:07 P.M.

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Chairman Welch related that even though personnel issues are under the purview of the Chief Information Officer and even though the BTS Board strictly crafts policy, Mr. Rose likely requested the survey in response to issues taking place within his department; whereupon, he acknowledged that while the assessment is only a snapshot in time, he considers it important to hear from the organization over which the members have policy authority, and related that because the Board has expressed its support for Mr. Rose, he will continue to make decisions regarding the BTS department until the Board says otherwise.

Ms. Nelson indicated that while effective leaders make decisions that they consider best for their organizations, some employees may disagree with those decisions, especially long-term staff who may be resistant to change; and that she welcomes the fresh perspective and new ideas put forward by Mr. Rose, including his dedication to customer service; whereupon, she related that BTS employees should take issues and concerns to their supervisors or managers; that Human Resources and the Unified Personnel Board are also appropriate avenues to express concerns; that the BTS Board is not the appropriate place to hear employee issues; and that she considers the entire incident to be a distraction, and Ms. Clark agreed.

Mr. Burke related that while it is important to have confidence in the leader of a department, private surveys can be useful in judging employee morale; that he considers the surveys to be generally favorable given the negative comments that have been circulating via the rumor mill; and that the department appears to be moving in a positive direction; whereupon, he indicated that although some of the surveys contained negative comments, that is to be expected; that the present survey is more favorable than a climate survey completed in 2004; and that the purpose of all surveys is to use them as a catalyst for change.

Mr. Dillinger indicated that when a new leader arrives at an organization, there can be friction and resentment among some of the employees; and that those difficulties can usually be overcome with hard work. Commissioner Seel related that she concurs with all of the previous comments; that tremendous change has taken place in the department during the past several years; that because the Board represents many different interests, it places Mr. Rose in an uneasy position; and that with patience and cooperation among the staff, BTS will achieve great things and provide superior customer service.

Mr. Rose responded to the results of the survey, stating that the comments reflect three areas in need of improvement. Referring to the first area, he discussed the importance of constructive criticism, relating that he will make personal improvements based on the responses. Referring to the second area, he reported that he will address issues related to budget and staffing and make the necessary adjustments to improve the organization; whereupon, referring to the third area, he related that he will utilize outside facilitators who will lead staff in team building exercises and help them evolve into a cohesive unit.

In response to queries by Chairman Welch, Mr. Rose provided information regarding his plans for personal improvement and discussed the following: service delivery, personal mentorship, and communications with both staff and the BTS Board members; whereupon, he related that because some employees may decide to transition out of the organization due to the conflicts that have been taking place and he may have to transition some people out of the department, he will rearrange his workforce as needed to fill critical areas.

Ms. Dubov discussed the importance of developing and encouraging staff while concurrently accomplishing the mission of the department, noting that she has spoken with Mr. Rose who has acknowledged this as a personal growth area; whereupon, she related that the study is not only about Mr. Rose but the entire Strategic Leadership Team; and that every team member needs to be committed to moving forward with the same goals and not undermine decisions that have been made; and that those decisions need to be communicated clearly from top management.

Ms. Dubov discussed survey comments regarding the rift between Messrs. Rose and Russell, indicating that even though Mr. Russell was formerly the BTS Interim Director, staff cannot continue to have split allegiances or follow divergent paths. She discussed how management needs to be aware that comments made in jest can be misconstrued by others; that senior managers need to set the tone for appropriate discussions and commentary between employees; and that she wants things to move forward in a positive way and BTS to place its entire focus on serving its customers; whereupon, responding to queries by Mr. McCabe, Chairman Welch confirmed that the members have expressed their support for Mr. Rose, and Ms. Dubov provided input.

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Referring to a document titled *Odyssey Performance and Service Interruptions Past 30 Days*, a copy of which has been filed and made a part of the record, Mr. Burke presented information regarding the numerous performance and service interruptions that have occurred during that timeframe, and discussed the negative impacts experienced by the Clerk's Office as a result of those disruptions; whereupon, he related that the system has been live for over a year; that productivity is no better than when the system came online; that a more stable environment is needed; and that the issues brought forward will be discussed at the Consolidated Justice Information System (CJIS) User Policy Board meeting to take place on Monday, August 24.

Mr. Rose apologized for the problems experienced by the Clerk, relating that he will better utilize staff in order to more effectively manage Odyssey, noting that it is the largest and most complex system in the County; whereupon, Mr. McCabe recommended that issues relating to Tyler Technologies be heard at the Monday meeting, and Mr. Burke agreed.

#### PROPOSED CHANGES TO THE BTS BOARD

Chairman Welch related that Mr. Woodard had presented the members a memorandum citing a potential conflict with regard to the Sunshine Law that prevents him from communicating with any other Board member; and that he wishes to resign from the Board for that reason; whereupon, Chairman Welch stated that the County Commission is recommending that the position be filled by the Commission Chairman or his/her designee; whereupon, referring to a draft revision of the interlocal agreement, he requested that under the membership section, the words "or designee" be placed immediately following "Chair of the County Commission."

Following brief discussion with input by Attorney Crowell, Mr. McCabe moved, seconded by Commissioner Seel and carried unanimously, that the item be approved to include the revised language.

Later in the meeting, Attorney Crowell indicated that the requested change has been made to the interlocal agreement; and that it is being circulated for the members' signatures; whereupon, he related that he will provide an electronic copy of the document to each of the members; and that it will be on the next BCC agenda for review and action by the County Commission.

#### OTHER BUSINESS

Mr. Burke referred to packets of information recently received by the members, relating that his contained an anonymous accusation regarding the credentials of Mr. Rose; and that he forwarded the information to Human Resources for investigation; whereupon, Beverly C. Waldron, Interim

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Director of Human Resources, related that after a thorough investigation, it was determined that Mr. Rose's résumé contains no material misrepresentations of his qualifications.

Discussion ensued, and Commissioner Seel remarked that BTS employees should have the courtesy to inform Mr. Rose of departmental issues, noting that there is no fairness in circumventing the process; whereupon, Mr. McCabe expressed his displeasure that someone in the department may have written the letter, and Ms. Dubov related that while writing such a letter was not the mature way of going about the matter, a similar method was utilized during a previous reorganization to bring perceived issues to the Board's attention.

Chairman Welch stated that because the members strongly support Mr. Rose, they expect him and his staff to address the issues brought forward today; whereupon, Mr. Rose thanked the members for their support, and noted that the majority of his staff is unaware of what has been taking place.

Mr. Burke expressed condolences to Attorney Crowell on the recent loss of his mother and paid tribute to her memory; whereupon, Mr. Rose briefly discussed how his department is embarking on a strategic plan for next year.

#### ADJOURNMENT

The meeting was adjourned at 1:48 P.M.