

Clearwater, Florida, May 2, 2017

A special meeting of the Pinellas County Business Technology Services (BTS) Board Ad-Hoc Sub-Committee was held at 10:36 A.M. on this date in the Clerk's Large Conference Room, 4th Floor, Pinellas County Courthouse, Clearwater, Florida, with the following members present:

Kenneth T. Welch, County Commissioner, Chairman
Ken Burke, Clerk of the Circuit Court and Comptroller
Bob Dillinger, Public Defender (late arrival)
Janet Long, County Commissioner
Karen Williams Seel, County Commissioner
Charles W. Thomas, Tax Collector
Mike Twitty, Property Appraiser

Also Present

Martin Rose, Chief Information Officer (CIO), BTS
Jason Ester, Senior Assistant County Attorney
Holly Schoenherr, Human Resources Director
Other interested individuals
Jenny Masinovsky, Board Reporter, Deputy Clerk

AGENDA

1. Call to Order – Chairman Welch
2. Voting/Membership Protocol – Jason Ester
3. Adoption of Agenda – Chairman Welch
4. Interim Executive Director Appointment Options
 - a. Internal candidates – Chairman Welch
 - b. External Candidates – Ken Burke/Holly Schoenherr
5. Interim Executive Director Selection – Chairman Welch
 - a. Internal/External
 - b. Salary
 - c. Effective Date
 - d. Other Considerations
6. Other Business – Chairman Welch
7. Adjournment – Chairman Welch

CALL TO ORDER

Chairman Welch called the meeting to order at 10:36 A.M; whereupon, at his request, the members and other attendees introduced themselves.

VOTING/MEMBERSHIP PROTOCOL

Chairman Welch indicated that Senior Assistant County Attorney Jason Ester has reviewed the record of the last meeting relating to selection of the sub-committee and found it proper; and that all Board members were invited to participate; whereupon, he confirmed that all present members can vote.

ADOPTION OF AGENDA

Referring to an e-mail from Mr. Burke, Chairman Welch indicated that the agenda was amended to include an item providing for discussion of external candidates with regard to the BTS Interim Executive Director position options; whereupon, Commissioner Long moved, seconded by Mr. Burke, that the amended agenda be approved as is, and upon call for the vote, the motion carried unanimously.

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Mr. Dillinger entered the meeting at 10:40 A.M.

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INTERIM EXECUTIVE DIRECTOR APPOINTMENT OPTIONS

Chairman Welch provided a summary of the events following the last Board meeting, relating that he met with Mr. Rose to discuss Supervisor of Elections Deborah Clark's request to reconsider his resignation; however, Mr. Rose has made other plans, and his last day with the County will be May 12.

Noting that he discussed the recruitment strategy with Human Resources Director Holly Schoenherr, Chairman Welch referred to the BTS Organizational Chart, which has been made a part of the record, and indicated that he interviewed Mr. Rose's seven direct reports, including Special Projects Assistant James Russell; and that all were questioned regarding (1) their interest in the interim and/or permanent BTS Executive Director position, and (2) major issues to be addressed by the BTS Board and the future director; whereupon, he reported that BTS Director Douglas Peat, Principal Enterprise Architect Jeff Rohrs, and Mr. Russell were interested in the interim and permanent positions, and BTS Director Thomas Fredrick was interested in the interim position only. With regard to feedback received for the second question, Chairman Welch discussed the interviewees' consensus in terms of acknowledgment of the progress made in many

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BTS areas, opportunities for improvement, and the need for a Deputy CIO/Assistant Director, noting that the job of the CIO, as it is now, is too broad for one person to handle.

Chairman Welch pointed out that all the direct reports also indicated that having an external candidate for the interim director would be disruptive; and that due to the short time frame to fill the position, the individual may not be able to prepare for a successful fast-paced start, considering the learning curve of the governance and the volume of applications. Indicating that he agrees with their reasoning, Chairman Welch opined that a fresh perspective from outside of the organization may be better suited for the permanent position; whereupon, he recommended Jeff Rohrs for the interim director position, noting that all the reports also endorsed and recommended him as someone who is knowledgeable, trustworthy, confident, and has good relationships within the department and with customers, and indicated that the interim director should be in place by May 8 or 9 to transition with Mr. Rose.

Referring to the last Board meeting, Mr. Burke noted that there was a strong indication by the members that there are problems within the current structure of BTS; and that an evaluation by an external interim director may provide a valuable perspective; whereupon, lengthy discussion ensued regarding benefits of an outside evaluation, realignment of applications, history of the department and its merger with Board of County Commissioners Information Systems (BCCIS), budgetary concerns relating to restructuring and advancement of technology, internal candidates and their qualifications, and potential negative dynamics occurring in an organization when an interim candidate is not selected for a permanent position.

Responding to queries by Mr. Burke, Chairman Welch related that both County Administrator Mark Woodard and Mr. Rose have indicated to him that realignment of applications can be done without adding positions and increasing the budget; whereupon, Mr. Rose provided input, indicating that while the merger of BCCIS with the Information Technology Department several years ago brought financial savings, significant staff cuts overburdened the remaining employees; that a structural problem exists and realignment of vertical applications is needed; and that while cost-neutral realignment is possible short-term, technological advancements and the need to add employees on a regular basis will inevitably have to be accounted for in the future budget.

Mr. Rose remarked on the solid and talented leadership of the BTS Department, their ability to work well together, and the tremendous progress the organization has made, noting that he would be disappointed if it regressed to three and a half years ago when he came on board; and that the idea of having a deputy director may work with the right person.

INTERIM EXECUTIVE DIRECTOR SELECTION

In response to query by Mr. Burke, Chairman Welch indicated that during the last meeting, the members delegated authority to the sub-committee to appoint the Interim Executive Director, including setting a salary, and Attorney Ester noted that a quorum of seven members required to hire is present.

Thereupon, Mr. Burke moved, seconded by Mr. Thomas, that Jeff Rohrs be appointed the Interim Executive Director; and that Chairman Welch be authorized to work with Ms. Schoenherr with regard to making the offer. Following discussion regarding the appropriate annual salary, the members set the range of \$115,000 to \$138,000. Upon call for the vote, the motion carried unanimously.

OTHER BUSINESS

Mr. Burke and Commissioner Seel requested that prior to his departure, Mr. Rose provide a list of the BTS elements needing evaluation and information regarding any other pertinent issues within BTS needing to be addressed; whereupon, the members discussed the following matters:

- The possibility of and process relating to engagement of an outside firm for evaluation of the BTS structure; scope of the evaluation.
- The current governance model and how it compares to other counties.
- Particulars of application support for Constitutional Officers' departments and the BCC (Commissioner Seel requested that Mr. Rose and the Constitutionals provide information); breakdown of BTS resources.
- Challenges associated with the current governance model and BTS structure as related to the County Administrator's Office; background information; and lack of communication between BTS and the County Administrator's Office.
- Hiring of the permanent director: should it occur before or after potential changes within the BTS structure or governance model.

During discussion, Chairman Welch opined that the existing governance model is strong; that the initial focus should be on realigning the BCC applications utilized by departments under the

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County Administrator, as that may improve the associated governance concerns, suggesting that the next Board meeting be focused on realignment; and that permanent recruitment be pursued thereafter, with the new director being able to participate in a “big picture” discussion about possible countywide realignment; whereupon, no objections to the proposed plan of action were heard. Ms. Schoenherr recommended also setting clear expectations for the Interim Executive Director at the next meeting, and responding to query by Chairman Welch, indicated that the permanent recruitment process would take at least four or five months.

Following further discussion, Chairman Welch indicated that the title for the interim position will be *Interim Executive Director*; and that he will send out a memorandum reflecting the sub-committee appointment, which will be effective at the end of business on Friday, May 12.

ADJOURNMENT

The meeting was adjourned at 11:43 A.M.