Technology Steering Cooperative

Charter

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Technology Steering Cooperative Charter

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Technology Steering Cooperative Charter

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1. Vision and Mission Statements

Our Vision:

“One Enterprise for One County
...collaborating through governance to achieve excellence”

Our Mission:

To collaborate on technology initiatives that serve the citizens of Pinellas County, to identify and leverage opportunities to expand our service offerings, optimize our operational efficiencies, and maximize our collective investments.

To respect the unique purpose and mandates of each Agency, Constitutional Officer, and the Courts in our decision-making, and are committed to providing transparent services for our customers.
2. Executive Summary

The role of the Technology Steering Cooperative (TSC) is to eliminate ambiguity and to ensure business decision-makers partner with the Business Technology Services (BTS) organization to meet the vision of the County. Realizing the vision of the TSC begins with recognition of both the need for autonomy by the Constitutional Officers, Agencies, and the Court, as well as enterprise opportunities and benefits expecting common countywide “horizontal” solutions where appropriate.

The TSC, with the appropriate technology services department and agency representation, is essential for successful collaboration. The goal is to avoid complex or unwieldy procedures, as well as committees too large for effective and frequent dialog. It is a well-recognized fact that, in order to ensure effective participation by business and technical leaders the process must move quickly and efficiently, with time and workload being the critical elements.

The TSC shall create a set of values defining the goal of the TSC. These include rules defining how often the teams assemble, which issues they address directly, and which they defer to smaller working groups. The “Best Practices” outlined in Section 4, when followed, will ensure the success of the TSC.
3. Introduction

3.1 Purpose of the Charter

The purpose of the charter is to:

- Communicate the expectation, nature and objectives of the Technology Steering Cooperative to all interested parties.
- Establish appropriate governance.
- Communicate the goals of Technology Steering Cooperative to the County enterprise as a whole.

The TSC Charter provides the basis and framework for all responsibilities assigned to the TSC membership. It is to be reviewed annually each November by the TSC to ensure that the principles, best practices and governance processes support the County’s strategic goals.

3.2 Purpose of the TSC

Rapid changes in the business and technology are driving changes to the information technology infrastructure. Technology infrastructure and investments must continually align with business strategies and goals to deliver value. This alignment will be achieved by developing an adaptive, cross agency architecture process. The TSC should:

- Ensure the alignment of BTS architecture with County strategic goals and objectives
- Enable cross-agency sharing of technologies
- Define common and shared standards
- Recognizing the autonomy of our cooperative, align decisions with key processes to ensure governance is consistent with enterprise principles, standards and future-state vision.
3.3 Organizational Entities

The **Business Technology Board (BTS)** is responsible for achieving a common vision between the business and IT on the business drivers and on the role of EA and technology. These are public meetings under the Sunshine Law.

The **Technology Steering Cooperative (TSC)** is responsible for reviewing, and approving the enterprise-wide technology deliverables, including products, domain technologies and standards. TSC meetings are non-public and provide an ideal forum for the discussion of these items.

**Enterprise Architecture Services (EAS)** is responsible for facilitating the Enterprise Architecture process, creating and maintaining deliverables to the TSC, communicating architecture standards to all interested parties, and reviewing technology projects for compliance to the architecture.

The **Security Panel** is responsible for reviewing, providing input, and approving enterprise security standards, best practices, configurations, initiatives, and architectures. Security Panel meetings are non-public and provide an ideal forum for the discussion of these items.
4. Organization Structure

4.1 Technology Steering Cooperative

Description

The TSC is a cross-functional cooperative, with representation from IT management (aligned with the business) and agency management (with an understanding of technology). All TSC members are expected to have sufficient business and technical depth to understand the implications of all decisions and recommendations.

Responsibilities

1. Review and approve cross-agency core principles, technical standards and best practices.
2. Charter subcommittees (internal, external task forces) as appropriate, and authorize them to review/recommend technical components of industry standards, domain technologies, vendor and product selections, etc.
4. Ensure a unified approach in the development and evolution of enterprise-wide business and technical solutions at Pinellas County.
5. Suggest processes or improvement ideas to help insure effective operation of the BTS.
6. Be available to participate in subcommittees as required.

Membership

The TSC will be comprised of an executive board, voting members, and general members.

Executive Board:

Chair

Shall serve as the presiding officer at all meetings and represent the TSC, or delegate a representative from the voting members or executive board, whenever the organization is invited, or required, to speak with other agencies. Shall have the authority to call special meetings of the TSC.

Vice Chair

Shall assume the responsibilities of Chair in the event the Chair is unavailable, resigns, or is removed. Shall be elevated to the position of Chair at the end of term as Vice-Chair.

Recorder

Shall record official minutes for each meeting and will be responsible for preparing and disseminating minutes and agendas to the voting members in advance of all scheduled and special meetings.

Voting Membership:
Each of the following entities will be permitted to designate an individual voting member to represent the interests of the agency at all TSC meetings.

Board of County Commissioners  
Clerk  
Property Appraiser  
Sheriff  
Supervisor of Elections  
Tax Collector  
The Courts  
State Attorney  
Public Defender  
Business Technology Services

Designations of voting members shall be recorded at the November meeting of the TSC.

If the designated individual leaves employment by the agency the agency will be permitted to designate a new voting member without approval by the TSC. If the designated individual otherwise becomes unable to fulfill the duties of a voting member the agency may designate a new member with TSC approval by simple majority.

In the event the designated individual is unavailable for any meeting during the year the agency is permitted to send a proxy representative with full voting privileges to no more than 2 meetings per year without TSC approval. An agency may send a proxy representative to a third or subsequent meeting with TSC approval by simple majority.

**General Membership:**

The following entities will be permitted to have in attendance any Information Technology Staff and/or Business Staff. These representatives will have speaking privileges at any TSC meeting, but will not be permitted to vote.

Board of County Commissioners  
Clerk  
Property Appraiser  
Sheriff  
Supervisor of Elections  
Tax Collector  
The Courts  
State Attorney  
Public Defender  
Business Technology Services
Elections for Executive Board:

Elections for Chair, Vice-Chair, and Recorder shall be held the first November after adoption of this Charter, and for Vice-Chair and Recorder each November thereafter. Beginning in November 2016 no election for Chair shall occur unless the sitting Vice-Chair is unable or unwilling to assume the role of Chair.

Qualifications: To be eligible for election to the executive board the individual must presently be a designated voting member of the TSC. He/She must also have been in attendance of no fewer than 75% of the proceeding year’s meetings.

Any voting member may nominate eligible candidates. An individual may not be nominated, nor elected, in their absence.

Elections will be held at a general or special meeting in November every year. If circumstances arise which do not permit a general or special meeting in November then elections will be held at the first general or special meeting held after November.

A simple majority is required for the election of any member of the executive board. If there is a tie between two candidates the presiding officer shall cast a vote to break any tie. If there are 3 or more candidates and no candidate receives a majority vote then those 2 candidates with the most votes will proceed to a runoff election.

Resignation or Removal of Executive Board Member:

A member of the executive board may resign at any time. In the event that the Chair resigns the Vice-Chair will immediately assume the title and responsibilities of Chair for the remainder of the Chair’s term. In any occasion where the Vice-Chair position becomes vacant an immediate special election will be held to elect a new Vice-Chair who meets the same eligibility requirements as if being elected during a general election in November.

A member of the executive board may be removed by motion and approval by 75% of voting members in attendance at any meeting where quorum is met. If succession is not otherwise described within this charter than the replacement of the removed member shall be by immediate special election with the same eligibility requirements as in place for a general election.

Chartered by:

BTS Board
5. TSC Approach

5.1 Responsibilities

Key Actions
1. Review and approve technology best practices and standards.
2. Commission subcommittees and task forces.
3. Review the Business Technology Services Strategic Plan.
4. Produce and present formal recommendations to the BTS Board for approval.

5.2 Approval Process Governed by Predefined Operational Rules

Rationale
These rules define the operations of the group, govern the interactions between groups, and ensure the consistent and repeatable execution of the process.

Key Actions
1. Maintain a calendar for all tasks assigned to each organizational entity detailing planned receipt of initial materials, meeting dates, response due dates for deliverable feedback, etc. Responsibility: Chair
2. Provide deliverables due for review and approval in advance, with adequate time for review. Responsibility: Voting Membership
3. Establish rules for membership in the TSC, subcommittees, and task forces (permanent, rotating, replacement of chronic absentee members, procedures to fill vacancies, etc.). Responsibility: Voting Membership
5. Establish time limits for presentations, debate, and discussion. Responsibility: Voting Membership
6. Establish consistent and regular meeting times and locations for each organizational entity. Responsibility: Chair
7. Establish delegation rules, specifying which deliverables and issues may be delegated to subcommittees and task forces (e.g., non-strategic product selection, product selection under a specified cost). Responsibility: Chair
8. Define a process for structured review cycles (on deliverable, review comments, feedback/modification of deliverable, maximum number of feedback cycles, time limit for responses, and facility for comment, etc.). Responsibility: Chair
9. Define a process for final recommendations. All deliverables must approved or rejected with comment. Lacking a formal rejection within a specified time limit (e.g., two weeks), all submissions should be considered approved. This prevents requests from "dying in committee." Responsibility: Chair
6. Rules of Order

6.1 General
The purpose of parliamentary procedure is to make it easier for people to work together effectively and to help groups accomplish their purposes. Rules of procedure should assist a meeting, not inhibit it. In any matters of dispute not covered by these Rules, the Chair's decision will prevail.

6.2 Principles
1. Meetings are open to all who wish to attend.
2. All voting members have equal rights, privileges, and obligations.
3. When votes are taken, each signatory of the Interlocal Agreement of the BTS Board has one vote.
4. A majority vote decides an issue unless otherwise specified within this charter, or approved by majority vote upon motion prior to the call of question on a matter.
5. The rights of the minority must be protected at all times. Although the ultimate decision rests with a majority, all members have such basic rights as the right to be heard and the right to oppose.
6. Every matter presented for decision should be discussed fully. The right of every member to speak on any issue is as important as each member's right to vote. It shall be deemed improper and void to move for passage or resolution until such time as the Chair recognizes debate has ended on a matter.
7. Every member has the right to understand the meaning of any question presented at a meeting, and to know the effects a decision will have. A member always has the right to request information on any motion he or she does not thoroughly understand. All meetings must be characterized by fairness and by good faith.

6.3 Quorum of Members
Before a meeting can conduct TSC business, it requires a quorum of 2/3 of the voting representatives at the commencement of the meeting. If a quorum is not reached, or during the course of the meeting is lost due to departure of voting members, the Chair could call the meeting to adjourn or consider continuing with the meeting to complete any open discussion, however no votes for approval on any matter may be taken. In the absence of the quorum, any voting transacted is null and void.

6.4 Meetings
The Technology Steering Cooperative (TSC) will meet on a regular basis, typically the first Friday of each month.

6.5 Notice of Meetings
Requested items to appear on the agenda must be submitted one week prior to the next agenda meeting.
6.6 Agenda
Once the TSC meeting commences, a motion to amend, the agenda requires a simple majority vote.

6.7 Presiding Officer
If the Chair of the Technology Steering Cooperative is absent, then, by the authority of this charter, the meeting will be conducted by the Vice Chair of the Technology Steering Cooperative. As a Chair incentive, provided the BTS Budget allows, Business Technology Services will allot funding for registration and hotel so the TSC Chair can attend the annual Gartner Symposium.

6.8 Order of Business
The order of business will usually follow the pattern: Call to Order, Designation of voting members, and approval of meeting minutes, Consent Agenda, Old Business, New Business, Open Discussion, and Adjournment.

6.9 Voting Techniques
Voting will be conducted at the Chair’s discretion by the following:

1. By voice or show of hands
2. By hand count
3. By Ballot

6.10 Voting Rights of the Technology Steering Cooperative (TSC) and Chair
Once a quorum is established at the start of a meeting, the Chair will poll the TSC to declare the voting members.

6.11 Official votes representatives
The following ten (10) representatives have one (1) vote on the TSC. Neither the Chair nor Vice-Chair has voting privileges.

1. Board of County Commissioners
2. Clerk
3. Property Appraiser
4. Sheriff
5. Supervisor of Elections
6. Tax Collector
7. The Courts
8. State Attorney
9. Public Defender
10. Business Technology Services
7. Amendments

After adoption amendments to this charter may be made at any general or special meeting where quorum is met. Such amendments must be presented in writing to the voting membership and must be reviewed for no less than 7 days before a vote for passage may occur unless it is determined by unanimous consent that passage should not be delayed.

8. Conclusion

Enterprise-wide technology solution standards and best practices deliver tangible value to the citizens of Pinellas County. A key factor to the success of this process is the active participation of the Technology Steering Cooperative.

With broad stakeholder representation and formal designation by the BTS Board to gain consensus, the TSC is chartered to provide advice and make recommendations to the BTS Board on all aspects of effective County-wide technology solutions.