

Alamo Regional Data Alliance Interim Steering Committee Charter

I. Background

In February, 2016, the Office of Mayor Ivy R. Taylor, the San Antonio Area Foundation, and CI:Now convened a group of 40-50 data professionals from various fields to discuss the current state of data management in our community and to determine next steps to building a more robust data culture. There was agreement that the following actions were useful first steps: (1) develop a data management summary; (2) compile data management history in San Antonio and comparison cities; (3) build a network of 'data geeks'; and (4) standardize data terminology and metrics among local data users.

In response to this call-to-action, Community Information Now (CI:Now) and the Mayor's Office formed a small working group of data professionals and data users from various fields to further strategize around strengthening community-wide data collaboration. Over three facilitator-led work sessions in August 2016, the group drafted a shared vision and a very high-level plan to strengthen the region's ability to use data to improve quality of life. The Alamo Regional Data Alliance (the "Data Alliance") was formed to be the collaborative group of stakeholders needed to drive the effort.

The Alamo Regional Data Alliance intends that "by establishing and supporting a culture of data-driven action, we will improve the quality of life for people in our region." Led by an interim and then on-going Steering Committee, the Data Alliance is an all-volunteer community collaboration that will coordinate local planning and action to achieve the above shared vision.

II. Purpose of the Interim Steering Committee

Purpose

The purpose of the Interim Steering Committee (ISC) is to (1) develop and finalize the vision; (2) define the organizational framework and structures needed to select and transition guidance to the Steering Committee, and (3) develop the initial Steering Committee charge to ensure stability. The ISC will use open channels of communication to seek continual engagement and review and will encourage innovation as a means to accomplish goals and address change. It is intended that the ISC leverage the experiences, expertise, and insight of key individuals in key organizations positioned to provide guidance and support for management and implementation of the vision. Said organizations do not represent the Data Alliance. These organizations are not required to acquire and allocate resources for the Data Alliance, nor does the Data Alliance exercise any authority over any of these organizations' own resources.

Role of the Interim Steering Committee and CI:Now Staffing

The function of the Interim Steering Committee is to take responsibility for developing the vision and strategic plan; coordinating activities; maintaining accountability and transparency; communicating with stakeholders, and providing leadership.

The Interim Steering Committee has agreed that with clear division of roles and responsibilities, paid staffing support will accelerate progress. It should be noted that roles and responsibilities are not static and that the outline below should be considered neither exhaustive nor fixed.

Role of the Interim Steering Committee

- take responsibility for the vision, feasibility, strategic plan, and achievement of outcomes
- ensure the scope aligns with the requirements of the stakeholder groups
- provide staffing entity with guidance on related issues
- ensure effort and expenditure are appropriate to stakeholder expectations
- address issues that may impede progress towards goals
- help balance conflicting priorities and resources
- encourage appropriate response to emergent issues that may compete with the vision
- reconcile differences in opinion and approach and resolve disputes arising from them
- develop and adopt a broad communications strategy
- report on progress
- participate in in-person and between-meeting discussions and decisions/votes
- prepare for transition to the Steering Committee

Role of the Staffing Entity

- have a broad understanding of project management and the adopted agile scrum approach
- check adherence of goals and activities to standards of best practice, both within the organization and in a wider context
- develop work timelines for strategies, incorporating shorter-term milestones
- set up and staff meetings and other communications with stakeholders and target groups
- measure and communicate agreed-upon indicators of progress
- record and maintain notes/minutes from meetings and between-meeting discussions and decisions
- serve as central point of contact for public inquiries on activities and progress
- facilitate discussions and set up voting mechanisms

Planning Phases and Outcomes

A multi-phase structure to the planning process has been defined so that the scope of the Interim Steering Committee is clear. Planning around the initiative will happen in three phases: (1) Vision; (2) Planning and Early Development; and (3) Early Implementation.

The Interim Steering Committee will provide leadership during the Vision Phase, tentatively to continue through mid-2017. Once on-boarded, the on-going Interim Steering Committee will

provide leadership through the Planning and Early Development and Early Implementation phases until the elected Steering Committee assumes responsibility.

The expected outcomes of the Vision Phase to be completed under the Interim Steering Committee's guidance are:

Vision and Communication

- develop and finalize vision with input from key stakeholders
- develop messaging and communication strategy

Engagement

- develop structure(s) for stakeholder engagement in Planning & Early Development and Implementation Phases

Sustainability

- secure funding for Vision, Planning & Early Development, and Early Implementation phases
- establish backbone staffing for the Planning & Early Development phase and the process to re-evaluate to ensure continuity

Transitioning to Steering Committee (SC)

- develop criteria for SC member selection, process to fill vacated seats, and timeline
- develop the process to re-evaluate vision, goals, and scope to ensure responsiveness to change
- develop policies/guidelines for SC operation in Planning and Early Development phase
- develop and execute the SC on-boarding process
- develop a list of short-term "wins" that will bring early value to the SC work
- define SC Planning and Early Implementation Charge

III. Interim Steering Committee Practices and Processes

Meeting Schedule and Process

The Interim Steering Committee will meet regularly as required to keep track of issues and the progress of the program's implementation and on-going citywide support to its stakeholders. Agendas will be distributed at least three business days before the meetings. Meeting minutes will be distributed to committee members within three business days of each meeting. All corrections to the minutes must be submitted by the end of the subsequent meeting.

Meeting Agenda

At each meeting, a work status will be reported to the ISC by CI:Now using an agenda outline such as the following:

- Welcome and recap previous meeting
- Review current work status
- Current considerations

- Schedule status
- Budget status
- Discuss next steps
- Adjourn

Decision-Making Practices

The two types of decisions considered by the Interim Steering Committee are binding decisions and non-binding decisions.

Types of Decisions

- A binding decision refers to any decision made by the committee that establishes a practice, formal recommendation, or formal action by the committee (e.g., approving final documents, etc.).
- A non-binding decision refers to any decision made by the committee that are routine/operational in nature or intermediate to a binding decision and do not establish a practice, formal recommendation, or formal action by the committee (e.g., scheduling and logistics, developing draft documents, etc.).

Collaborative Decision-Making Processes

Binding decisions made by the committee are reached using a majority vote.

1. The decision to be made will be formally introduced to the committee along with the process and timeline for discussion and vote.
2. Through discussion, the committee will determine the items that will be included in the vote (e.g., approve/disapprove or limited set of alternatives for consideration).
3. Each committee member may cast one vote on any binding decision but are not required to do so. A committee member may abstain from a vote with or without cause including an identified or perceived conflict of interest.
4. The vote will close according to the defined timeline.
5. Based on the votes cast, a decision will be made to represent the majority vote and will be communicated to the committee within the defined timeline.
6. If at close there is no majority and members have abstained without cause, the vote will be extended for 2 additional business days. In the case of a 6/6 tie, the issue will be brought back to discussion before re-opening the vote.

Non-binding decisions made by the committee are reached using simple majority interest.

1. The decision to be made will be formally introduced to the committee along with the process and timeline for each member to submit their input.
2. Based on the input submitted, a decision will be made by staff to represent the majority interest.
3. If routine/operational in nature, the outcome will be communicated to the committee within the defined timeline. If intermediate to a binding decision, the outcome will be included in the subsequent decision-making process.

IV. Interim Steering Committee Budget

General support

Annual operating support from the United Way of San Antonio and Bexar County has so far made it possible for CI:Now to staff this data planning process on behalf of the larger community. That funding also supports the development and ongoing maintenance of data portals, tools, and services that help our community access and use data to improve people's quality of life. The San Antonio Area Foundation and the City of San Antonio Economic Development Department also hosted and funded the initial planning sessions. The closely-related Civic Tech and Data Collaborative, a partnership among CI:Now, the City of San Antonio, and civic coders, will cover some costs. CI:Now is currently working to identify additional funding.

V. Alamo Regional Data Alliance Communication Plan

Website

The Data Alliance website, or webpage hosted on the staffing entity's website, will communicate the organization's vision, capacities, and accomplishments. For local data intermediaries, it is also a vehicle to accomplish that mission—sharing analysis and perspectives on community issues and providing wholesale data through neighborhood profiles or downloadable data.

Alamo Regional Data Alliance Interim Steering Committee OneDrive

A shared data catalog will document meeting agendas and minutes and other documentation in a consistent way. It will enable committee members to consult with one another and spark ideas about collaboration opportunities. Wherever possible, the planning documents will be posted on OneDrive and shared with the ISC.

VI. Selection of Interim Steering Committee Members

Selection of ISC Members

Data professionals and data users from various fields were hand-picked to temporarily serve as an all-volunteer Interim Steering Committee by the staffing organization. The individuals were selected because of their data experience and their ability to set aside individual organizational agendas and plan for the needs of the entire community. The Interim Steering Committee will develop criteria and a process for an elected Steering Committee selection to be executed in 2017.

Conflict of Interest Policy

The standard of behavior of the Interim Steering Committee is that all staff, volunteers, and board members scrupulously avoid conflicts of interest between the interests of the Alamo Regional Data Alliance on one hand, and personal, professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest.

The purpose of this notice is to protect the integrity of the Alamo Regional Data Alliance’s decision-making process, to enable our community to have confidence in our integrity, and to protect the integrity and reputations of volunteers, staff, and Committee members. ISC members should make a verbal disclosure of interests, relationships, and holdings that could potentially result in a conflict of interest. This disclosure will be recorded and updated as appropriate.

Membership

Name	Organization	Contact
Peter Bella	Imagine SA	PBella@earthlink.net
H.B. Cavalcanti	San Antonio Area Foundation	HCavalcanti@saafdn.org
Juan Gomez	UTSA	Juan.Gomez@utsa.edu
Laura McKieran	CI:Now	Laura.C.McKieran@uth.tmc.edu
Richard Milk	SAHA	Richard_Milk@SAHA.org
Henrietta Munoz	United Way	HMunoz@unitedwaysatx.org
Clarissa Ozuna	CI:Now	Clarissa.R.Ozuna@uth.tmc.edu
Adrian Perez	City of San Antonio	Adrian.Perez@sanantonio.gov
Lloyd Potter	UTSA	Lloyd.Potter@utsa.edu
Leilah Powell	Office of Mayor Ivy R. Taylor	Leilah.Powell@sanantonio.gov
Ginger Walker	P16Plus	Ginger.Walker@p16plus.org
Jef Waltman	Jef Waltman Technology	jef@jw-tc.com
Staffing		
Courtney Denton	CI:Now	Courtney.Denton@uth.tmc.edu
Norma Garza	CI:Now	Norma.I.Garza@uth.tmc.edu

Alamo Regional Data Alliance Interim Steering Committee Membership

As an Interim Steering Committee Member of the Alamo Regional Data Alliance, I agree to:

- Support the Data Alliance’s vision:
 - By establishing and supporting a culture of data-driven action, we will improve the quality of life for people in our region.
- Adopt the Data Alliance practices and processes by:
 - Adhering to the ISC Charter
- Provide strategic guidance, vision, and oversight for the Data Alliance by:
 - Developing and refining the goals, and guiding principles
 - Using data to inform strategic planning
 - Tracking progress of the work using agreed-upon processes
 - Interacting with the staffing entity on strategy and community engagement
- Provide leadership by:
 - Making connections between organizations to ensure coordination and efficiency
 - Serving as a vocal champion of the collective impact effort in the community
- Play an active role by:
 - Participating in-person at the regularly scheduled meetings
 - Reviewing materials prior to meetings and coming prepared for engaged discussion, active listening, and respectful dialogue
 - Committing to participate until the transition to an elected Steering Committee

The Alamo Regional Data Alliance intends that the Interim Steering Committee leverage the experiences, expertise, and insight of key individuals in key organizations positioned to provide guidance and support for the management and implementation of the vision. Said organizations do not represent the Data Alliance. These organizations are not required to acquire and allocate resources for the Data Alliance, nor does the Data Alliance exercise any authority over any of these organizations’ own resources.

Signature: _____ Date: _____

Printed Name: _____