Alamo Regional Data Alliance
Steering Committee – Planning Meeting #8
San Antonio River Authority
Monday May 21, 2018
3:00-5:00 PM

MEETING AGENDA

Time	Item & Result
3:00	**Welcome** • Agenda review and meeting expectations • Introductions *Result: SC members are prepared for the meeting and have common expectations*
3:05	**Workgroup updates** • Engagement • Data Training • Data Ecosystem • Local Data Sharing *Result: SC members review workgroup updates and next steps*
3:25	**Governance** • Letter of support policy [ACTION] • SC job description for fall elections [ACTION] • SC Charter edits [ACTION] *Result: SC members discuss policies and provide feedback and vote*
4:00	**New items** • Sustainability plan • Facilitate collaborative problem-solving *Result: SC members begin discussing a sustainability plan and how to engage members with each other for collaborative problem-solving*
4:30	**Member updates** • Share updates and news from SC members *Result: SC members share data related initiatives/updates and events*
4:50	**Next Steps & Timeline** • Present calendar of agenda items and solicit feedback • June agenda development from members • Tuesday May 22, 4:30-6:30 at Alamo Beer (415 Burnet St) *Result: SC members submit agenda items*
5:00	**Adjourn**

Alamo Regional Data Alliance
Steering Committee – Planning Meeting #8
San Antonio River Authority
Monday, May 21, 2018
3:00-5:00 PM
Meeting Minutes

Voting Members Present: Peter Bella, H.B. Cavalcanti, Mysti Downing, Jamie Ford, Santiago Jaramillo, Richard Milk, Henrietta Munoz (by phone), Colin Sherman and Ginger Walker
Voting Members Absent: Omar Arizpe, Jose De La Cruz, Craig Hopkins, Zack Lyke, Ricardo Ramirez, Leilah Powell and Emily Royall
Non-voting Attendees: Laura McKieran and Courtney Denton

Agenda Topic	Discussion	Outcome/Action
Welcome	-Agenda review and meeting expectations	-Reviewed agenda
Workgroup updates	-Engagement	-Hosted Data Drinks on May 22 -Hoping to host more often
	-Data Training	-Internal data training scheduled for May 23 for the working group to test out methods
	-Data Ecosystem	-Have not had another meeting -Participation is very low with only 14 Ushahidi entries -Suggestion to wrap the ecosystem work into engagement and local data sharing -Create a one-pager or postcard for SC and others to share with other organizations -Issue some guidance on how larger agencies (COSA, Bexar, etc) should list themselves, e.g., by department
	Local Data Sharing	-Workgroup continues to discuss scope and focus -Considerations and approach are very different depending on what kind of data you are sharing and how (e.g., open data, integrated data system with private/sensitive data) -Laura suggested to break it into 2-3 workgroups -Emily would prefer to keep one workgroup and stick with the process until the workgroup can make a decision -Grant and public goodwill both require progress on making data available in 2018 -Agreement to find a solution that deliver some value to many users rather than go all in for one user -Workgroup leads will meet and bring recommendation

Governance	Letter of support policy	-Discussion of LOS policy -Motion to vote and 8 of 8 voted to approve
	SC Charter edits	-Briefly discussed administrative edits to the Charter, primarily removing references to planning phases and the Interim Steering Committee -Motion to vote and 8 of 8 voted to approve +Please review the more substantive changes in the printed copies before the next meeting
	SC job description for fall elections	-Discussion of job descriptions -Motion to vote and 8 of 8 voted to approve
New items	Sustainability plan	-We need a plan because it's a 2018 deliverable in the San Antonio Area Foundation Santikos grant -No specifics required, but the Area Foundation's philosophy is that initiatives like ARDA should become independent and self-sufficient over time -SC reviewed two examples of sustainability plans -Discussion about doing it in-house or hiring a consultant who works with networks or collective impact; in either case, concerns about the large number of hours that would be required of SC members and staff -Richard thinks it would be a useful session to identify best practices -Henri suggested hiring someone because of the complexity, but only if we know what we are trying to sustain. - Also need to consider fundraising so we can continue to grow our initiative -Right now staffing is our only expense and that could be done entirely as an in-kind donation from a partner organization -We don't know enough to know what it would take to sustain tools because we don't know our tools +Henri will work on an estimate from her contacts for sustainability plans +Laura will seek guidance from SAAFDN on what they have in mind for the plan and do more research on plans -Will add to next meeting agenda
	Facilitate collaborative problem-solving	-This started with different tech people who wanted to volunteer and we didn't know how to use their services -Laura met Jef Waltman, Craig Hopkins and Gary Wise to find out how to plug tech people into the ARDA work

		-Strong preference for solving a clear, discrete, time-bounded problem rather than joining an ongoing workgroup -The problems won't necessarily always be tools or databases but could be policies -ARDA needs a way to do matchmaking between problems and people interested in those problems -Craig would like to see ARDA create teams of skills that can answer calls for needs like GIS or data analysis -Laura expressed concern that staff don't have the enough information (e.g., about each member's skills) to establish effective teams +Laura wanted to draft something for this group of tech and see if we hit the mark of what they are asking for -Ecosystem map asks about willingness to donate tech skills -Mysti suggested we need a database that captures our members' areas of expertise and skills
Member updates	Share updates and news from SC members	-Members shared updates
Next Steps & Timeline	Present calendar of agenda items and solicit feedback June agenda development from members	-Shared calendar -No new items presented
Prepared By:	**Courtney Denton, CI:Now**	**June 1, 2018**

Alamo Regional Data Alliance
Letter of Support Policies and Procedures

Policy

Organizations requesting letters of support from or the endorsement of ARDA are asked to provide a summary or short narrative that at a minimum, includes the following information:

- What is being requested from ARDA (i.e. letter of support)
- Who is the contact person for this grant project and indicate a phone number
- Funding source of the proposed program and total amount of funding being requested
- Target audience and activities
- Time frame
- Anticipated outcomes or results
- Indication, if known, of other organization(s) applying for the same funds
- Alignment to the element(s) of the Community Strategy
- Involvement and role of for-profits

Timeline

Email requests should be sent to alamodata@gmail.com for processing. Requests for letters of support from ARDA should be submitted at least *__30 days prior__* to the preferred due date.

Process for Approval

The staffing agency reviews the summary or narrative for the following guidelines:

Staffing agency disallows the request for any of these reasons	Staffing agency sends to Chair and Vice Chair for consideration	Staffing agency presents to SC for discussion and a vote
•Not consistent with ARDA's broader vision of a community using data to make better decisions •Applicant is a for-profit	•Consistent with ARDA's broader vision of a community using data to make better decisions •Not local •Not requesting resources	•Consistent with ARDA's broader vision of a community using data to make better decisions •Local with or without resources or not local but requesting resources •SC discusses alignment with Community Strategy •SC discusses collaboration •SC votes on LOS request

Approving LOS

Per the SC Charter, binding decisions made by the SC are reached using a majority vote. If the letter of support is approved by the Chair and Vice Chair or by a majority vote from the SC, then the staffing agency will draft the LOS and send to the Chair for signature before the deadline. The LOS will be made available at the next SC meeting. The SC has established that if the concept or proposal is controversial, ARDA will decline to offer a letter.

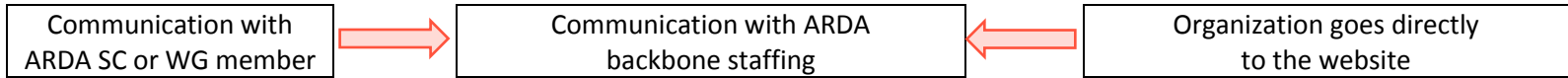**Conflict of Interest Policy**

The standard of behavior for the Steering Committee is that all staff and SC 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.
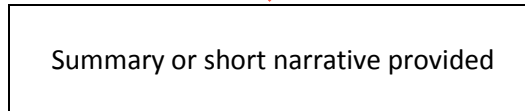
Alamo Regional Data Alliance
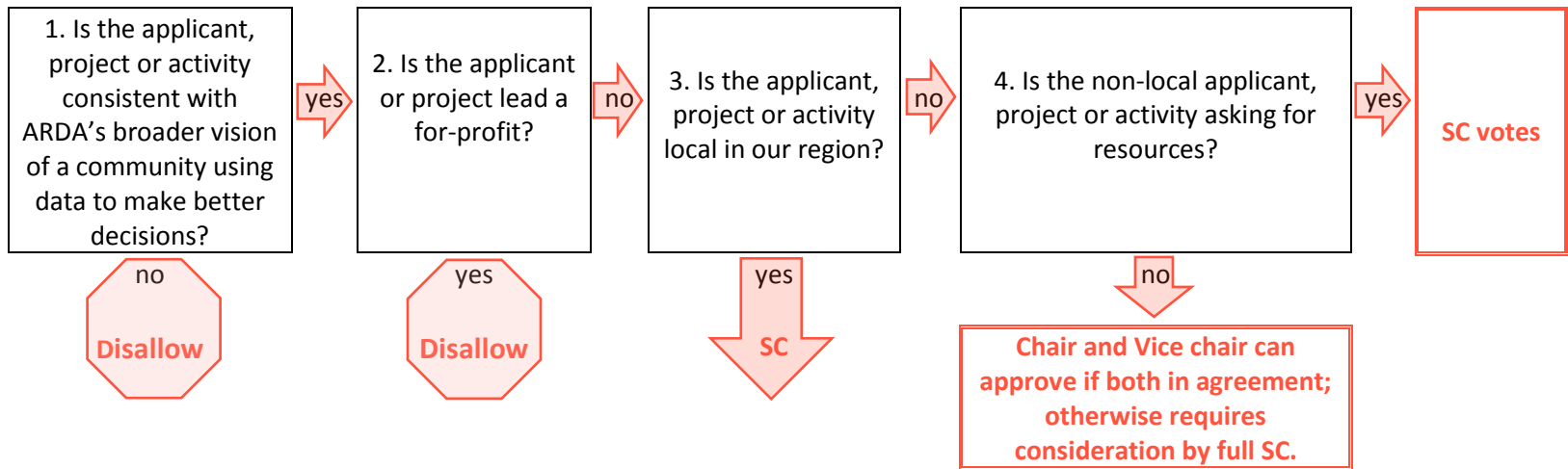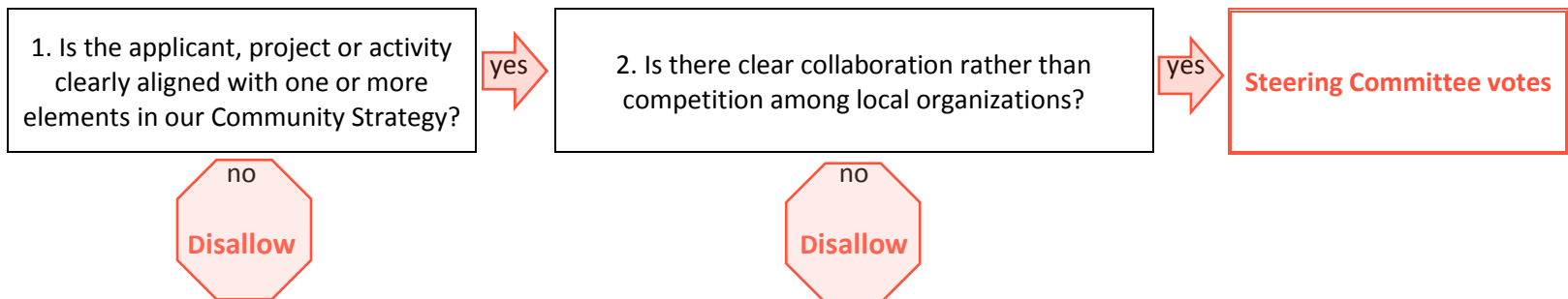## Letter of Support Policies and Procedures

Opportunity surfaces

Communication with ARDA SC or WG member → Communication with ARDA backbone staffing ← Organization goes directly to the website

LOS requested

Summary or short narrative provided

Backbone staffing
*Reviews and researches request

1. Is the applicant, project or activity consistent with ARDA's broader vision of a community using data to make better decisions? — **yes** →
2. Is the applicant or project lead a for-profit? — **no** →
3. Is the applicant, project or activity local in our region? — **no** →
4. Is the non-local applicant, project or activity asking for resources? — **yes** → **SC votes**

- (1) **no** → **Disallow**
- (2) **yes** → **Disallow**
- (3) **yes** → **SC**
- (4) **no** → **Chair and Vice chair can approve if both in agreement; otherwise requires consideration by full SC.**

Steering Committee
*Discussion and vote

1. Is the applicant, project or activity clearly aligned with one or more elements in our Community Strategy? — **yes** →
2. Is there clear collaboration rather than competition among local organizations? — **yes** → **Steering Committee votes**

- (1) **no** → **Disallow**
- (2) **no** → **Disallow**

Alamo Regional Data Alliance
Steering Committee Job Description

Job Summary
The Steering Committee (SC) supports the work of ARDA and provides mission-based leadership and strategic governance. While day-to-day operations are led by the staffing agency, currently CI:Now, the Steering Committee is a partnership. Appropriate involvement of the SC members is both critical and expected. SC members serve as volunteers and are not compensated by ARDA.

Qualifications
This is an opportunity for an individual who is passionate about ARDA's mission and who has a track record of leadership. Prior to self-nomination for election, a prospective SC member must confirm that her/his employer supports their position and understands the time commitment and work required, as meetings and major events are likely to occur during work hours.

Terms and Time Commitment
ARDA's Steering Committee members will serve a two-year term and are expected to prepare for and attend most or all SC meetings for the duration of the term. SC meetings are currently scheduled monthly for two hours each month, although the SC may choose to meet more or less frequently in the future. SC members can also expect email communications between meetings to handle minor decisions, logistics, and other matters that do not require an in-person meeting. SC members are encouraged to lead or participate in a workgroup. Workgroup participation will typically mean a commitment of another one to three hours per month, depending on the size of the workload the Workgroup has chosen to take on, and whether the SC member is a Workgroup lead versus participant.

Responsibilities
The purpose of the SC is to represent members; coordinate projects; and provide leadership. It is intended that the SC leverage their experiences, expertise, and insight to provide guidance and support for management and implementation of the vision. Specific responsibilities include:
- regularly attend monthly SC meetings (2 hours) and annual convening
- review agenda and supporting materials prior to SC and workgroup meetings
- participate in in-person and between-meeting discussions and decisions/votes
- establish ARDA workgroups and communicate with workgroup leads about projects
- leadership and/or participation in workgroups is not required but is likely necessary to move the work forward
- provide staffing entity with guidance on related issues
- represent ARDA to stakeholders and act as an ambassador for the organization
- establish, refine or further develop, and advocate for the Community Strategy
- encourage your individual organization and those in your network to align with ARDA and become a formal ARDA partner organization
- contribute to an annual performance evaluation of the staffing agency
- commit to a two-year term

Alamo Regional Data Alliance
Steering Committee Charter Revisions

Recommended administrative edits:
1. Role of the Transition Advisory Committee (TAC): page 2
2. Clarification on procurement of backbone staffing: page 3
3. Annual renewal of membership: page 3
4. Planning phases and outcomes: pages 3-4
5. Meeting agenda: pages 4-5
6. Selection of SC members and reference to ISC: page 7
7. Transition from ISC to SC: page 10

Requested significant edits:
1. Project prioritization process and criteria: page 6
2. SC composition: pages 7-8
3. Terms and removal: page 9

Alamo Regional Data Alliance
Steering Committee Charter

I. Background

The Alamo Regional Data Alliance (ARDA) is a vibrant network of data professionals, leaders, and change-makers who share the common belief that individuals and organizations throughout the community should be informed by timely quality data when making decisions that impact their lives or the lives of those they serve.

In early 2016, 40-50 data professionals and consumers from various fields came together to discuss the current state of data management in our community and to determine next steps to building a more robust data culture. As a result, a small all-volunteer working group formed to explore the possibility of establishing a community-wide people-centered data collaborative. Spending over six months developing the vision, mission, guiding principles, and governance model for the Alamo Regional Data Alliance, this small group became ARDA's Interim Steering Committee (ISC).

II. Core Statements

Mission
To collectively support the Alamo Region in implementing and strengthening the policies and programs needed for data-driven decisions to be made throughout the community.

Vision
To improve the lives of people in our region by establishing and supporting a culture of data-driven action.

Guiding Principles
ARDA has adopted the following guiding principles centered on community, collaboration and trust:

Community: ARDA is community-driven and driven by the community.
- has a positive impact on the community as a whole, not a select few
- is responsive to local emergent issues and needs
- is led by a diverse group of representatives elected by the community

Collaboration: ARDA believes collaboration and inclusivity cultivate innovation and action.
- is connecting disparate groups to uncover common needs, foster creative solutions, and maximize impact
- has balanced representation among membership, leadership, and stakeholders

Alamo Regional Data Alliance
Steering Committee Charter

Trust: ARDA builds trust through transparency and respect.
- is open and public in membership and process
- is respectful of and sees the value in all contributions, past and present

III.   Purpose of the Steering Committee

Purpose
The purpose of the Steering Committee (SC) is to (1) represent members; (2) coordinate projects; and (3) provide leadership. The SC 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 SC 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.

Role of the Transition Advisory Committee (TAC)
- provide guidance to the SC
- assist in transition of responsibilities
- support SC members in understanding and successfully fulfilling their duties
- provide orientation packet and access to the online document repository

Role of the Steering Committee
- take responsibility for the vision, feasibility, project coordination and achievement of outcomes
- ensure the scope aligns with the requirements of the membership
- provide staffing entity with guidance on related issues
- ensure effort and expenditure are appropriate to member 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
- establish ARDA workgroups and communicate with workgroup leads about projects

Selection of the Backbone Staffing
The Steering Committee will discuss and develop a scope of work that summarizes the overarching goals, key performance outcomes, timeline, budget and evaluation process. The SC will evaluate the staffing agency's performance annually to ensure that the agency is the appropriate fit for ARDA's needs and are satisfying the expectations outlined in the scope of

> **Commented [DC1]:** Do we want to remove past references to TAC?

work. No staffing agency representatives shall be present during the decision-making process related to the procurement of the staffing entity. The SC may issue solicitations for backbone staffing without an express assurance that a certain, reasonable amount of funds are available for and will be committed to it; therefore, the SC is responsible for ensuring that the work is still accomplished regardless of funding availability.

Commented [DC2]: Highlighted is clarified new text

Role of the Backbone Staffing
The 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.

- have a broad understanding of project management
- 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 members 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

Role of the ARDA membership
At large members are individuals who expressed an interest to participate in ARDA. All members of ARDA must renew their membership annually to continue in the Alliance. All members should keep their contact information up to date annually so that we can communicate about news and elections for the Steering Committee.   The SC is empowered to act on behalf of the ARDA membership.

Commented [DC3]: This is a suggested change to remove the annual renewal and instead just explain that contact information has to be up to date in order to use your membership benefits.

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

Commented [DC4]: Should we remove this whole section?

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

<u>Vision and Communication</u>
- Develop communication plan
- Develop communication and outreach materials

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Engagement
- Develop and implement plan to continue active recruitment of membership
- Establish member-led workgroups
- Convene membership to introduce the elected Steering Committee, present the *Community Strategy*, and communicate the roles and expectations

Sustainability
- Develop and conduct staffing agency evaluation
- Secure funding for continued staffing

Planning & Early Development
- Identify list of actionable projects

Transitioning to Early Implementation
- Develop early implementation strategy and process and document in SC Early Implementation Charter

IV. The Steering Committee Practices and Processes

Meeting Schedule and Process
The Steering Committee will meet monthly for the first six months, and as needed, for the remainder of the first year of operation. Agendas will be distributed at least three business days before the meetings. Meeting minutes will be distributed to committee members within five business days of each meeting. All corrections to the minutes must be submitted by the end of the subsequent meeting.

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 and shared with the SC.

Meeting Agenda
At each meeting, a work status will be reported to the SC by the staffing agency using an agenda outline such as the following:

- Welcome and recap previous meeting
- Review current work status
- ~~Current considerations~~ <mark>Project updates</mark>

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- ~~Schedule status~~
- ~~Budget status~~ <mark>Hours expended to date</mark>
- Discuss next steps
- <mark>Membership updates</mark>
- Adjourn

Decision-Making Practices
The two types of decisions considered by the 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 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.

Project prioritization process and criteria

Staffing agency will identify potential projects proposed to ARDA to ensure a clear fit with the ARDA vision. The staffing agency will consolidate and group the projects as appropriate and the SC members will review the list and evaluate based on the criteria below.

Project criteria

Each project will be ranked on the following criteria:

- Power: What impact would this project have on quality of life? What impact would it have on community engagement in ARDA?
- Community Interest: How interested in this project is the San Antonio Region? How interested in it are ARDA members? Is there community momentum to move it forward?
- Actionability/Feasibility: How technically or politically complex or difficult is this project? Is there reason to believe ARDA can be successful with this project?
- Affordability: How expensive is this project likely to be in terms of either person-hours or money?
- Integration/Collaboration: Is there opportunity for collaboration? Is there opportunity to build on existing initiatives? Will this duplicate efforts?

The criterion will be ranked using a three-point scale:
High = 3 points;
Medium = 2 points;
Low = 1 point

Project evaluation

For each potential project, SC members will rank using a three-point scale and the staffing agency will calculate the mean number of points for each criterion. The projects will be sorted on total points of those averages to identify the projects with the highest number of points.

V. Steering Committee Budget

General support

ARDA exists to make it possible for many different stakeholders to invest in all or part of a shared *Community Strategy* and get the greatest return from all investments, not to fracture efforts or divert funding from other organizations and coalitions. Neither ARDA membership nor a Steering Committee seat is accompanied by an expectation of a personal or organizational financial

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> **Commented [DC5]:** This will be revised at February meeting

commitment. But the ARDA Steering Committee, general membership, and other stakeholders must realize that little to none of the *Community Strategy*, including backbone staffing, can be implemented at no cost.

The *Community Strategy* must be accompanied by a comprehensive high-level budget showing revenues and actual or projected expenses. Projections should be based on sound assumptions like actual current or historical costs or vendor bids. Individual strategies or projects may be accompanied by a more detailed line-item budget. Where dollar figures are available and may be shared, the *Community Strategy* budget should identify local initiatives/investments relevant to each piece of the *Community Strategy* and show how those expenses are covered by different cash and/or in-kind contributions from a variety of sources.

Organizations can financially support the ARDA vision and *Community Strategy* in several ways, including by:

- Aligning some portion of their own internal budget with some part of the *Community Strategy*, so that the organization is directly contributing effort toward ARDA's goals;
- Donating in-kind resources like staff time (including time used for grant administration), office space, data, software license seats, equipment and supplies, printing, or other costs associated with the *Community Strategy*;
- Routinely building support for one of more of ARDA's strategies into grant application budgets and other requests for funding;
- Collaborating with other local organizations rather than competing for data-related grant dollars;
- Identifying and helping secure new/additional funds from new or existing sources like local or national foundations and philanthropists, local or state government, etc.

VI.   Selection of Steering Committee Members

Selection of SC Members

The Alamo Regional Data Alliance's Interim Steering Committee is responsible for developing, documenting, and executing a process to populate and launch the initial Steering Committee. Herein, the Interim Steering Committee has established the composition, eligibility requirements, and term lengths and limits for the Steering Committee, as well as the timeline and process for election and transfer of responsibility.

Composition

The Steering Committee is composed of designated seats by type of organization/affiliation to ensure that it includes a broad range of perspectives and ensure representation of the Alamo

> **Commented [DC6]:** Do we want to update to say the inaugural SC is the one who made revisions and remove past references to ISC?

> **Commented [DC7]:** Revise by SC in March

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Alamo Regional Data Alliance
Steering Committee Charter

Regional Data Alliance's membership. In order to ensure continuity and institutional memory, the terms are staggered when there are two or more seats in a designated single category.

Once established, the Steering Committee may vote to change the committee's composition, but not earlier than March 1, 2018. In such case, seats may not be re-designated or eliminated until its full term has expired and no member may be declared ineligible due to changes made during his/her elected term.

The Steering Committee includes a non-voting seat designated for a representative of the selected staffing agency. This seat may not be re-designated or eliminated by the Steering Committee while a staffing agency is active.

The 17 single-vote seats are designated as follows:

Category (seats)	Community Represented	Example Organizations
Local government and utilities (4)	Elected officials and staff of local city and county governments; Public and quasi-governmental organizations that maintain or manage infrastructure/utilities for a public service	COSA, Bexar County, other local governing bodies; CPS, SAWS, VIA
Service providers (4)	Organizations with a primary focus on direct provision of health, human, or education services	SAHA, Metro Health, CHCS, school districts, Goodwill, Families Empowered
Planning and advocacy (2)	Public and nonprofit organizations with a primary focus on planning, civic engagement, community development, or advocacy	The Health Collaborative, SA2020, P16Plus, Alamo MPO, AACOG, SARA
Philanthropy (2)	Foundations and nonprofits whose principal purpose is to aid in activities serving the public good	United Way, Kronkosky Charitable Foundation, San Antonio Area Foundation
Other organizations (4)	Other for-profit enterprises and associations representing private business; Public and private higher education, research agencies, and technology-focused organizations	H-E-B, Chamber of Commerce, UIW, UTSA, SWRI, HASA, Google Fiber, Code for SA
Community member (1)	Open representation	Community members

Eligibility

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These eligibility criteria may be changed by the Steering Committee, but not earlier than March 1, 2018. No term may be cut short or lengthened by this change. No member may be declared ineligible during his/her term, but may be declared ineligible for re-election under the revised criteria.

- Steering Committee members must be committed to the Alamo Regional Data Alliance's core statements and to working for the good of the whole region, not just one particular organization, sector, issue area, or neighborhood.
- A General Membership Form affirming commitment and a Steering Committee Application indicating an intent to run are required for one's name to appear on the Steering Committee election ballot.
- Steering Committee members must be at least 18 years of age at nomination.
- Steering Committee members must live in one of the following counties in the San Antonio area: Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina, McMullen, or Wilson.
- Members occupying a seat designated for an organization type must be employed by an organization for which the seat is designated and will be verified by the staffing agency prior to the election. If a member is no longer employed by their designated organization type during their term, the Steering Committee will address the seat representation according to the terms of removal below.
- Individuals employed by the staffing agency are ineligible to run for an elected seat.

Term and removal

Members serve initial terms as described above and subsequent terms of one or two years. A member may be re-elected twice for a maximum service of six years. A vacancy in a seat with an unexpired term will be filled by the majority vote of the remaining Steering Committee members, after a public announcement of the vacancy and call for self-nomination open to anyone eligible for that seat, with the self-nomination period closing 15 calendar days after the public announcement.

A member may be removed from the Steering Committee for any reason by a vote of three-quarters of the full Steering Committee membership, but the seat designation must remain unchanged.

Officers

At its first meeting the Steering Committee will request nominations for and elect a Chair and a Vice-Chair by simple majority vote of the members present. The officer positions will expire with the individual's ARDA term. The primary responsibility of the Chair is to notify members of meetings, work with the staffing agency to set the agenda and run the meetings, and the Vice-Chair serves in this role when the Chair is unavailable. The staffing agency will be responsible for writing meeting minutes. An officer may be removed from his/her position by a vote of three-quarters of the full membership of the Steering Committee. Officer positions may be added by

Commented [DC8]: Any attendance requirements?

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the Steering Committee at any time. Procedures and vote requirements for any additional officer positions will be the same as for the Chair and Vice-Chair.

Transition from Interim Steering Committee to Steering Committee

Once elected, Steering Committee members will be provided an orientation packet that includes at minimum the following:

- Steering Committee Charter
- Access instructions for the online document repository
- *Community Strategy*
- Any communications materials available
- Member roster with contact information and term dates

Upon Steering Committee initial election, the Interim Steering Committee becomes the Transition Advisory Committee to the Steering Committee. The Transition Advisory Committee has no voting powers and dissolves six months after the first meeting of the Steering Committee. The first meeting of the Steering Committee will be attended by the Transition Advisory Committee in case consultation is needed. CI:Now will support Steering Committee members in understanding and successfully fulfilling their duties during the transition period.

Election

The election process will be electronic and mobile-friendly housed at alamodata.org and administered by the staffing agency. The guiding principles of the initial election process are *trust and transparency* and *engagement and inclusion*. The process is as follows:

- Candidates self-nominate online for a designated seat type and submit a Membership Application, if not already a member, and a Steering Committee Candidate application
- A print-friendly ballot is published online
- Online voting is open for 15 calendar days
- All members may vote once and must provide a valid email address. The ballot will be confidential and results will only be presented in the aggregate.
- The candidate with the greatest number of votes for a particular seat wins; a majority is not required. Vote totals will be published online.
- In the event of a tie, the tied candidates will be notified and given the opportunity to participate in a tie-breaker. If a candidate does not wish to participate in the tie-breaker, the other candidate will be appointed.
- In order to allow for a tie-breaker or any irregularities, the official results will be announced one week after the poll closes.
- The staffing agency may remove anyone from the list of documented voters if they did not submit their membership form by the deadline.

Commented [DC9]: Past references to ISC and TAC

Approved 8/15/2017

Conflict of Interest Policy

The standard of behavior of the 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. SC 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.

Approved 8/15/2017

Alamo Regional Data Alliance
Steering Committee Commitment Form

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

- Support ARDA's vision:
    - To improve the lives of people in our region by establishing and supporting a culture of data-driven action.
- Adopt ARDA practices and processes by:
    - Adhering to the Steering Committee Charter
- Provide strategic guidance, vision, and oversight for ARDA 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 complete the elected term

The Alamo Regional Data Alliance intends that the 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 ARDA. These organizations are not required to acquire and allocate resources for ARDA, nor does ARDA exercise any authority over any of these organizations' own resources.

Signature: _____ Date: _____

Printed Name: _____

Approved 8/15/2017

Sustaining Collective Impact Webinar Worksheet

SUSTAINABILITY SELF ASSESSMENT TOOL

This self-assessment is part of the **Sustaining Collective Impact Efforts** tool that can be downloaded [here](). Please take a few minutes to reflect on each of the factors below, and how they relate to your own initiative.

Factor Description:	What is working:	What can be worked on:
Leadership Competence: Activities that contribute to high-quality initiatives are the responsibility of leaders and include: • clearly developing and articulating a common vision and objectives; • performing regular community needs and assets assessments; • ongoing planning, adaptation of approach and evaluation; • securing funding, fiscal management; • building a sustainability approach early in the initiative.		
Effective Collaboration: Involves identifying relevant stakeholders who actively support program goals and have clearly identified roles and responsibilities. • Collaborative efforts build a broad base of support in the community and of key stakeholders for program implementation, success, and sustainability.		
Understanding the Community: Entails having knowledge of community needs and resources; having respect for community members, and involving key community members in programs. Includes: • socioeconomic and political considerations; • community participation in programs; • honoring community values and cultural relevance; • cultivating key community leader support; and • hiring local staff.		

Factor Description:	What is working:	What can be worked on:
Demonstrating Results: Evaluating process and outcomes using acceptable research methods and informing stakeholders of the results of those evaluations is critical. • Evaluation must assess the intervention and subsequent program modifications focusing on measurable results. • Evaluation findings can then be used to leverage current successes for establishing future funding.		
Strategic Funding: Includes having plans and resources in place to support current and prospective program requirements. • Intentional planning for continued funding includes an analysis of short-term and long-term funding needs; • developing a range of financing options; and • recognizing that sustainability is enhanced when there is diversity in funding streams.		
Staff Involvement and Integration: Inclusion of committed, qualified staff in program design, implementation, evaluation and decision making develops a culture that values broad-based participation in working toward program sustainability and success. • Supporting program goals occurs more readily when staff are important components in the organization and make the organization their own.		

Factor Description:	What is working:	What can be worked on:
Community Responsivity: The ability of a CI initiative to adapt programming to meet changes in community needs is critical. • Although CI Initiatives may maintain their overall goals, activities may need change to address evolving issues and contexts. • An important consideration in programs is the ability of the program to be modified to continually meet changing community needs and resources.		

DEVELOPING A SUSTAINABILITY ACTION PLAN

As a collaborative group use the Sustainability Self-Assessment Tool to determine both what is working and what the collaborative table needs to work on. Develop a sustainability action plan for moving forward. The sustainability action plan should include concrete activities and who will be leading each step. Here are some items to include in your sustainability action plan:

1. Create a shared understanding of sustainability
2. Create a plan to work through the process
3. Position collaborative efforts to increase the odds of sustainability
4. Look at the current picture of tasks and pending items
5. Develop criteria to determine which efforts continue
6. Decide what to continue and prioritize
7. Create options for maintaining priority efforts
8. Develop a sustainability plan
9. Implement the sustainability plan
10. Evaluate outcomes and revise as needed

Tool Source:
https://www.tamarackcommunity.ca/hubfs/Events/CI%203.0/Workshop%20Resources/Sustaining%20CI%20-%20Tool%20.pdf?t=1497966218264

INTRODUCTION

The term "sustainability" has become a common mantra in the field of international development. It drives policy, project design, funding availability and project execution. As dominant a term as it has become its meaning varies from context to context in which it is used. At a minimum, it connotes something that lasts and generally speaking, the focus of its practical meaning is usually weighted towards the financial aspects of sustainability. In other words, if funding is available to exist over time, an organization or network is often considered "sustainable". The problem with this narrow definition of sustainability is that it presumes relevance and impact to be implicit by virtue of having enough funds to exist at any given moment. This assumption often leads to boom and bust cycles of both civil society organizations (CSOs) and networks, which relax in times of financial stability and are caught unawares when poor organizational fundamentals eventually decrease their ability to remain even financially sustainable—much less relevant and impactful.

Sustainability does not only imply availability of financial resources but also a combination of organizational fundamentals such as clear vision, sound planning, diversification, good financial and management practices, flexibility and adaptation to environmental changes, innovation, leadership, and commitment. True organizational sustainability requires balancing these and other fundamentals and leveraging them over time to attract the funding to keep the organization running, relevant and impactful.

A network is an organizational form that must balance similar fundamentals in order to remain relevant and impactful over time. The particularities of network purposes and structure add interesting dimensions to the meaning of network sustainability and beg the following questions:

- Are networks inherently financially unsustainable in the classic sense?
- Does financial sustainability necessarily imply high value for the stakeholders of networks?
- Should networks be expected to survive on fee for service or membership dues or are grants and similar funding sources necessary?
- Is there a necessary life cycle of initial investment and intentional scaling down over time?
- Should networks aim for low overhead operations as a rule?
- Should networks be built to take advantage of economies of scale of their members?
- Can networks which were formed for tactical purposes (i.e., project networks) be converted into sustainable ongoing networks once the initial project funding is exhausted?

These questions are at the core of analyzing why some networks succeed and others fail. In order to respond to these and other key questions, Pact has identified three interrelated components that are at the core of network sustainability:

a) *Value Creation in Response to Stakeholder Needs* establishes a clear orientation that fosters the offering of services based on network stakeholder demand which is dynamic over time.
b) *Network Fundamentals* are the foundation for network development and growth. Without solid fundamentals (i.e. mandate, vision, network structure, relationships and clear role separation with member organizations, management, etc.), sustainability is tenuous even if the network currently has meaningful financial support.
c) *Financial Strategy* is the ability to efficiently align funding sources with network operational and strategic aims. It is the ability to leverage resources on the basis of strong network fundamentals and a solid value proposition.

The degree of strength within and cohesion among these three components contributes directly to network sustainability and leads to competitive advantage.

ARDA Steering Committee

2018 Calendar of Agenda Items (Action items in red)

JANUARY	FEBRUARY	MARCH
1. Vote on SC application: Zack Lyke 2. Review and approve CI:Now's Scope of Work for SAAFdn ARDA grant 3. Select projects 4. Define Workgroup selection and launch process	1. Vote on SC application: Craig Hopkins 2. Approve April convening date 3. Approve staffing effort on in-network communications (newsletter, email group) 4. Discuss convening goals and format 5. Plan Workgroup launch 6. Update on Ecosystem and projects	1. Vote on SC application: Jamie Ford 2. Vote on letter of support for St. Louis Regional Data Alliance 3. Finalize Spark agenda and format 4. Workgroup and project updates
APRIL	MAY	JUNE
1. SC "job description" 2. Letter of support policy 3. ARDA Spark report 4. Review SAAFdn 1st quarter report 5. Workgroup and project updates	1. Review planned SC Charter administrative edits 2. Begin developing Sustainability Plan, to include a strategy screen for pursuing/approving new projects and determination of lead organization 3. Workgroup and project updates	1. Discuss major SC Charter changes: SC composition, term & removal 2. Continue developing Sustainability Plan 3. Discuss membership drive and delegate to Engagement WG 4. Workgroup and project updates
JULY	AUGUST	SEPTEMBER
1. Approve revised SC Charter 2. Continue developing Sustainability Plan 3. Review SAAFdn 2nd quarter report 4. Workgroup and project updates 5. Begin staffing evaluation	1. Continue developing Sustainability Plan 2. Review new SC member onboarding process 3. Review process for SC elections 4. Discuss staff priorities for Oct-Dec given remaining funding 5. Workgroup and project updates	1. Approve Sustainability Plan 2. Approve new SC member onboarding process 3. Approve staff priorities for Oct-Dec 4. Staffing evaluation results 5. Update on SC Elections 6. Workgroup and project updates
OCTOBER (First meeting of new SC)	NOVEMBER	DECEMBER
1. Approve Nov-Dec meeting dates given holiday closures, vacation 2. SC orientation and review of available funding 3. Review SAAFdn 3rd quarter report 4. Workgroup and project updates	1. Begin planning 2019 convening 2. Workgroup and project updates	1. Continue planning 2019 convening 2. Workgroup and project updates

Last revised 5/20/2018