

Clearwater, Florida, October 18, 2012

The Pinellas County Business Technology Services Board met in regular session at 1:02 P.M. on this date in the County Commission Assembly Room, Pinellas County Courthouse, Clearwater, Florida, with the following members present:

Susan Latvala, County Commissioner, Chairman
Pam Dubov, Property Appraiser, Vice-Chairman
Ken Burke, Clerk of the Circuit Court
Robert Gualtieri, Sheriff
Robert S. LaSala, County Administrator
Bernie McCabe, State Attorney
Diane Nelson, Tax Collector
Kenneth T. Welch, County Commissioner
Denise Poling, representing Bob Dillinger, Public Defender

Late Arrival

Chief Judge J. Thomas McGrady, Sixth Judicial Circuit

Not Present

Deborah B. Clark, Supervisor of Elections
Bob Dillinger, Public Defender

Also Present

Paul F. Alexander, III, Director of Business Technology Services (BTS)
Dennis R. Long, Chief Assistant County Attorney
BTS Department Staff
Tammy L. Burgess, Board Reporter, Deputy Clerk

AGENDA

1. Call to Order (Chair, Commissioner Latvala)
2. Designation of Voting Proxies (Chair, Commissioner Latvala)
3. Approval of Meeting Minutes (Chair, Commissioner Latvala)
BTS Board Meeting – April 12, 2012
4. Action Item – 2013 Elections for Chair/Vice-Chair (Chair, Commissioner Latvala)
5. Action Item – Approval of Financial Subcommittee Recommendations (Nancy Sherman)
6. Action Item – Approval of Enterprise Security Policy Changes (Jeff Rohrs)
7. Information Item – Project Updates
 - A. OPUS (Jim Russell)
 - B. JUSTICE (Suzie Jennings)
 - C. CHEDAS (Clark Scott)
 - D. EGIS (Pam Dubov)

- E. EAM (Jan Magdziasz)
 - F. JWB (David James)
 - G. Application Portfolio Management – APM (Tom Fredrick)
 - H. Public Records Fee Elimination (Rakesh Patel/Alan Hebdon)
- **Adjourn to the BCC Conference Room for Security Executive Session **
(Exempt from Sunshine Law pursuant to Sec. 286.0113(1), F.S.)
- 8. Discussion Item – Enterprise Security Audits (Jeff Rohrs)
 - 9. Adjournment (Chair, Commissioner Latvala)

CALL TO ORDER

Chairman Latvala called the meeting to order at 1:02 P.M.

DESIGNATION OF VOTING PROXIES

Chairman Latvala indicated that Ms. Poling is representing Mr. Dillinger; that Ms. Clark would not be in attendance and does not have a representative present; and that Chief Judge McGrady is expected to arrive later in the meeting.

MINUTES OF APRIL 12, 2012 MEETING – APPROVED

Upon presentation by Chairman Latvala of the April 12, 2012 meeting minutes, Ms. Nelson moved, seconded by Commissioner Welch and carried, that the minutes of the April 12, 2012 meeting be approved.

COMMISSIONER LATVALA RE-ELECTED CHAIRMAN AND PROPERTY APPRAISER DUBOV RE-ELECTED VICE-CHAIRMAN FOR 2013

Chairman Latvala called for nominations for the offices of Chairman and Vice-Chairman for 2013; whereupon, Mr. LaSala nominated Commissioner Latvala as Chairman, seconded by Commissioner Welch and carried; and Clerk Burke nominated Property Appraiser Dubov as Vice-Chairman, seconded by Commissioner Welch and carried.

APPROVAL OF FINANCIAL SUBCOMMITTEE RECOMMENDATIONS

Nancy Sherman, BTS Service Manager, indicated that, following review, the Financial Subcommittee is recommending that the Enterprise Infrastructure and Business Intelligence services be accepted as enterprise in nature and have notional billing; and that the

Board of County Commissioners (BCC), BCC Department of Environment and Infrastructure (DEI), Clerk, Community Development, Courts, Medical Examiner, Sheriff, and Supervisor of Elections custom IT services be accepted as custom in nature and have direct billing; whereupon, Clerk Burke moved, seconded by Commissioner Welch and carried, that the item be approved.

Following the vote, Ms. Sherman indicated that with approval of these ten services, BTS has a total of 22 services offered to its customers; that all of the services defined for the current budget year will be benchmarked and reviewed; that the goal is to track the consumption of all of the services and report the findings back to the Board; and that transitioning to the cost recovery model is the next step, noting that the plan is to work with the Clerk, Finance, and the Office of Management and Budget (OMB); whereupon, in response to Clerk Burke's request, Ms. Sherman confirmed for the record that the new billing method will go in effect and be fully in place for the budget year beginning October 1, 2013.

Thereupon, Commissioner Welch and Chairman Latvala commended staff for its efforts, indicating that it is an important moment.

APPROVAL OF ENTERPRISE SECURITY POLICY CHANGES

BTS Chief Technologist Jeff Rohrs displayed a document outlining security policy additions approved by the Security Panel pertaining to the protection of health information and the encryption of email containing sensitive data, a copy of which has been filed and made a part of the record; whereupon, Ms. Nelson moved, seconded by Commissioner Welch and carried, that the two policy additions be approved.

PROJECT UPDATE – ORACLE PROJECT UNIFIED SOLUTION (OPUS)

BTS Assistant Executive Director Jim Russell conducted a PowerPoint presentation titled *OPUS Project Update*, a copy of which has been filed and made a part of the record.

Mr. Russell indicated that Phase 1A, Human Resources, Advanced Benefits, and Chart of Accounts, was implemented on October 17, 2010; that Phase 1B, Payroll, Time and Labor, Self-Service Human Resources, and Learning Management, was rolled out in three stages beginning on December 19, 2010; that Phase 2A, Financials, Project, Assets, Procurement, Business Intelligence, Reporting, and Projects, was rolled out on September 6, 2011; that Phase 2 B, Hyperion Budgeting and Performance Scorecard, was rolled out on October 31, 2011; and that the final phase, Phase 2 C, Advanced Procurement, was rolled out in August 2012.

Mr. Russell related that the OPUS Project has consolidated multiple systems across multiple stakeholders; that an increase in the stability of the system has been realized; and that, going forward, more benefits will be realized by leveraging the Business Intelligence tool; whereupon, he discussed the project recap, budget summary, accomplishments, opportunities and challenges.

Mr. Russell displayed the distribution of the funds from the originally approved project budget of \$17.1 million, and indicated that the project is still within the appropriated and approved budget; and that approximately \$1 million remains available for the project; whereupon, he noted that the Oracle Business Applications Executive Committee (OBAEC) and several customers are putting together a survey to be sent out based on each phase of the project to determine how the customers are leveraging and taking advantage of the system and where there are opportunities for improvement.

In response to the suggestion of Mr. LaSala that the IT Department and its business users, without undue burden on either, gather evidence to make a business case that the OPUS program has enhanced decision making capability, provided economies and efficiencies, and made the system more effective, Mr. Alexander indicated that efficiencies will likely occur incrementally; and that it will take some time before the OPUS product is fully leveraged; whereupon, he suggested that BTS staff work with OBAEC to determine a process or method that can be brought back to the Board to provide real-world examples of how the users are benefitting from the product action item. In response to queries by the members, Messrs. Russell and Alexander discussed the training options available to employees, indicating that there are subject matter experts in each department to identify the product's capabilities.

During discussion, Clerk Burke concurred with Mr. LaSala, and expressed concern that users do not understand the robustness of the system, noting that the lack of understanding is an IT management and education issue. Commissioner Welch related that a big part of ensuring that the product is fully leveraged is a commitment to provide employees access to ongoing training, and Chairman Latvala concurred.

Thereupon, Mr. LaSala moved, seconded by Commissioner Welch and carried, that the BTS Board adopt a policy requiring that evidence of the hard savings, including the associated cost to gather the evidence, be incorporated as a core requirement at the front end of all future projects; and Mr. Alexander stated that he would consider the request an action item; and that he would draft the policy and incorporate it into his individual meetings with the members for the next Board meeting.

PROJECT UPDATE – JUSTICEccms

JUSTICE Project Sponsor Susan M. Jennings conducted a PowerPoint presentation titled *Justice CCMS Project Update*, a copy of which has been filed and made a part of the record. She discussed the project recap, schedule summary, and activities update, indicating that the project is being executed in three phases, with Phase 1, Civil Court, being rolled out on September 17, 2012; Phase 2, Criminal Court, expected to be rolled out in June 2013, although there may be a delay due to the complexities of the implementation; and Phase 3, Probate Court, to be rolled out in October 2013; whereupon, she noted that a balance of approximately \$3 million was carried over into the conversion of the new Civil Court system; and that after the conversion was completed, there was a positive net difference in the amount of \$77.00 between the Legacy system and the new system.

Ms. Jennings discussed the sporadic slowness of the new Civil Court system and the efforts being made to resolve the issue, and responded to queries by Commissioner Welch, indicating that a ticket has been opened for the issue, which will remain open until the problem is resolved; that whenever an employee experiences the slow response, they log the time and a description of their activities, which is sent to the Odyssey distribution team to review as expeditiously as possible; and that BTS staff and Tyler are working on resolving the issue; whereupon, she thanked Mr. Alexander and his staff for their efforts and expressed appreciation to Clerk Burke and his staff for their patience and cooperation while BTS and Tyler resolve the issue. Clerk Burke related that the slow-down will be a major topic of discussion at the CJIS meeting on Monday; and expressed the importance of analyzing the issue to prevent it from occurring with the roll-outs of the Criminal and Traffic court systems.

In response to Mr. LaSala's request that evidence be gathered to support cost avoidance, cost savings, efficiencies, and economies related to the project, Clerk Burke explained that the decision to convert from CJIS to Justice was not a financial decision, but rather an alternative to building a new system; that the cost savings and cost avoidance would be negligible or nonexistent, as the current CJIS system is superior to the new Tyler software; that the dynamics of the Justice project may not be the same as some other software evaluations; and that even when the kinks are worked out, there will be more steps involved to do the work and less efficiencies in many areas. Ms. Jennings provided input, indicating that from a support perspective, she believes efficiencies will be gained, and Mr. Alexander agreed and provided additional input regarding the retirement of the mainframe and intangible benefits, and discussion ensued.

Mr. LaSala related his concern that budget decisions are going to become more difficult over the next five years, absent a rollback in time to the economy of the early 2000s; and related that those who gather evidence will be in a better position to make convincing arguments in the court of public opinion and with the decision makers who allocate funding, and Commissioner Welch and Chairman Latvala provided input.

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At this time, 1:46 P.M., Chief Judge McGrady entered the meeting.

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Continuing with the presentation, Ms. Jennings discussed the budget summary, accomplishments, challenges, and future activities and schedule, indicating that the initial contingency of \$1.8 million has been reduced to \$1.3 million due to some of the change orders for enhancements outlined in previous slides; that the budget for the hardware, related software, project staff, QA, and operating costs is \$2.2 million; and that the project remains on budget; whereupon, she noted that the Civil Court phase of the project is currently in a 45-day warranty period, which should transition to maintenance and support on November 1; and that staff is holding sessions with Tyler to understand the transitioning process from go-live support.

During discussion and in response to query by Commissioner Welch, Mr. Alexander provided information regarding the analysis being done to determine the cause of the slowness issue, noting that nothing has been ruled out; that something is occurring between the application, the transport, and the desktop that is causing the issue; and that staff is looking at the packet level trying to find the problem.

PROJECT UPDATE – COMMUNITY HELP AND ELECTRONIC DATA ANALYSIS SYSTEM (CHEDAS)

Clark Scott, Health and Human Services Financial Manager and CHEDAS Project Sponsor, conducted a PowerPoint presentation titled *CHEDAS Project Update*, a copy of which has been filed and made a part of the record. He discussed the project recap, schedule summary, budget summary, accomplishment, opportunities, challenges, foreclosure map, and future activities and schedule.

Referring to Mr. LaSala's request for evidence supporting cost avoidance, cost savings, efficiencies, and economies related to the project, Mr. Scott discussed the pharmacy assistance program, using it as an example of how the new data technology is being used to make

decisions about contracting, moving costs up, and trying to get the greatest impact quickly. He related that annual pharmacy costs are about \$5 to \$6 million, of which \$2 million was being spent on 500 clients; and that moving half of the 500 clients into pharmacy assistance in the first year would represent over \$1 million in savings, pointing out that the cost for CHEDAS is \$2 million annually; whereupon, Mr. LaSala confirmed that this is the type of evidence he is seeking.

PROJECT UPDATE – ENTERPRISE GIS (EGIS)

Ms. Dubov gave a PowerPoint presentation titled *Enterprise GIS Update*, a copy of which has been filed and made a part of the record, and discussed the Enterprise GIS Steering Committee, Enterprise GIS successes, new Enterprise GIS applications, foreclosure map, challenges, and future activities; whereupon, she noted the recent additions of David Scott, DEI Executive Director, and Sally Bishop, Emergency Medical Services, to the Steering Committee.

Ms. Dubov indicated that the Enterprise License Agreement with the software vendor has been put in place, which eliminates the need for the individual departments and agencies to purchase licenses with the software vendor; and noted that some interpretation issues regarding how the municipalities will be able to use the system are currently being discussed with the software vendor.

Ms. Dubov discussed the new Enterprise GIS application for the Supervisor of Elections, noting that the application allows voters to locate their polling locations, which is especially helpful since the district lines were redrawn; and that the application was not difficult to roll out and has an immediate payoff; whereupon, BTS Deputy Director David James displayed the application on an iPad and iPhone, and in response to query by Commissioner Welch, indicated that the application is not yet available to the public, but will be as soon as Supervisor of Elections Deborah Clark gives her permission, and discussion ensued.

Thereupon, Ms. Dubov stated that a budget summary was not included in the presentation, as she wanted the Board to focus on where the project is going; and that the slide will be included in the next presentation.

PROJECT UPDATE – ENTERPRISE ASSET MANAGEMENT (EAM)

Jan Magdziasz, Project Sponsor, conducted a PowerPoint presentation titled *Enterprise Asset Management Project Update*, a copy of which has been filed and made a part of the record. She indicated that the intent of an asset management program is to maximize equipment and infrastructure life and to optimize the financial investment in the infrastructure; and that asset management is about maintaining the lifecycle of the physical and infrastructure assets and their associated costs to achieve a desirable level of service with an acceptable level of risk; whereupon, she indicated that the project is a two-stage project; and that the final stages of Phase 1 should be completed in the next several weeks.

In response to queries by Clerk Burke regarding the minimum threshold value for an asset to be entered into the system, whether the assets are from specific departments or countywide, and whether the depreciation schedules can be put into the system, Ms. Magdziasz indicated that there is a financial component to what classifies as an asset for the program; that staff is trying to get the senior leaders involved with the project to define the limits of the project; that staff is relying on the visioning session to determine the minimum threshold value; that the project has the potential to be a countywide initiative; and that the project is still in the discovery phase. Clerk Burke suggested that Ms. Magdziasz contact Chief Deputy Clerk Clarethia N. Harris regarding a partnership related to duplication of work involving the Clerk's Finance Division maintaining asset schedules; whereupon, Mr. Alexander related that he will regard involving the Clerk's Finance Division as an action item, noting that there may be a financial bolt-on module for Maximo that ties in with the core asset management piece.

In response to query and suggestion by Mr. LaSala, Mr. Alexander agreed to begin incorporating the evidence gathering at the front-end of the project, as previously discussed; and Mr. James indicated that the evidence gathering will be built into the project schedule and task list.

PROJECT UPDATE – JUVENILE WELFARE BOARD (JWB)

BTS Deputy Director David James conducted a PowerPoint presentation titled *Juvenile Welfare Board Update*, a copy of which has been filed and made a part of the record, and provided background information and an update of work being done with the JWB; whereupon, he discussed the scope of the services being provided to the JWB, and indicated that the JWB is now part of the County's email infrastructure; that the annual service fee is about \$270,000; that the JWB has other costs for hardware and software they own and operate, which are not reflected in the annual service fee; that significant savings have been realized; and that all

of the BTS costs have been fully recovered, which fulfilled the objective of a cost-neutral venture.

Discussion ensued wherein Mr. James, with input by Mr. LaSala, responded to comments and queries by Mr. McCabe, indicating that the GIS system looks down to the millimeter accuracy; that the best common denominator for a demographic analysis related to the Health Department is a traditional address; that an analysis by zip code aggregates data to a higher level; and that census tract data tends to be a better alternative between address and zip code analyses, and Ms. Dubov agreed; whereupon, she indicated that during a recent visit to the JWB, she was asked for assistance in developing a GIS application to identify the location of foreclosure properties by census tract.

Mr. James noted that BTS developed a special dashboard for the JWB to track customer satisfaction; and Chairman Latvala related that she speaks of the partnership during public speaking events.

PROJECT UPDATE - APPLICATION PORTFOLIO MANAGEMENT (APM)

Tom Fredrick, Senior Manager, Enterprise Business Application Services, reported that the Board has charged staff with inventorying the different datasets currently used throughout the County to determine if there are any gaps or redundancies, and subsequent opportunities for consolidation or elimination; and that as a result of the research performed with Gartner, an existing industry “best practice,” called Application Portfolio Management (APM), was identified.

Mr. Fredrick conducted a PowerPoint presentation titled *Application Portfolio Management (APM) Project Update*, a copy of which has been filed and made a part of the record, pointing out that a couple of slides were added to the presentation mainly to provide an analogy of why staff is going through the APM process. He indicated that the APM process will help determine the true total cost of ownership for applications and databases before beginning work on a project or new application; whereupon, he discussed the project recap, outcome of the Gartner workshop, phase summary, accomplishments, APM process, pilot applications, opportunities, challenges, and future activities; and noted that a partnership with the stakeholders going forward to ensure success in obtaining the data is important.

PROJECT UPDATE - PUBLIC RECORDS FEE ELIMINATION

Rakesh Patel and Alan Hebdon, BTS, conducted a PowerPoint presentation titled *Public Access Fees Elimination Project Update*, a copy of which has been filed and made a part of the record, and discussed the approach, challenges, communication plan, and accomplishments. Messrs. Patel and Hebdon indicated that the main challenge was having the manpower needed to meet the deadline due to competing with other projects and initiatives; that it was discovered that public records were spread out programmatically in several different locations; that the first step was to consolidate much of the technology behind public records and ensure the entire system continued to work the way it did before; and that underpinnings to public records were changed significantly to make the project and other projects easier to implement in the future, but that there were not many changes for the users.

Mr. Patel related that providing free access encourages data miners and abuse of the system; and that data mining was expected and steps were taken before going live to mitigate the risks. In response to queries by Chairman Latvala, Messrs. Hebdon and Patel explained the process in place to mitigate data mining and how users are tracked to determine whether the data collection is legitimate business, noting that one company with several Internet Protocol (IP) addresses has made several attempts to hit the criminal databases, but the IP addresses are being captured and blocked; and Mr. Alexander provided input, noting that the new network switch technology notifies BTS when certain thresholds are exceeded.

In response to query by Chairman Latvala, Mr. Patel related that the County will lose the revenue it previously collected for public access fees; that to mitigate the loss, the efficiency of the application was improved, which reduced the support and ongoing maintenance costs; and that some economies of scale have been achieved, noting that there will be future benefits; whereupon, Mr. Alexander indicated that the existing mainframe will be retired in lieu of the Justice system; that the cost of the service was included in the cost of the Justice system; and that the architecture of the new system will prevent customers accessing public records from impacting the production environment, noting that until the current mainframe is retired, staff is monitoring the access closely.

Thereupon, Mr. Hebdon discussed the verbiage changes to the Clerk's website, and conducted a live demonstration of its use for data and records searches; and Mr. Patel noted that integration with the Odyssey system will provide more public records functions going forward.

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At this time, 3:12 P.M., the Business Technology Services Board meeting was adjourned to the BCC Conference Room for an out-of-the-sunshine Executive Session on Security.

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