Clearwater, Florida, February 20, 2014

The Pinellas County Business Technology Services (BTS) Board met in regular session at 1:03 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
Chief Judge J. Thomas McGrady, Sixth Judicial Circuit
Diane Nelson, Tax Collector
Kenneth T. Welch, County Commissioner

Not Present
Deborah B. Clark, Supervisor of Elections
Bob Dillinger, Public Defender

Also Present
Martin Rose, Chief Information Officer, BTS
Don S. Crowell, Managing Assistant County Attorney
BTS Department Staff
Michael P. Schmidt, 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 – July 8, 2013
        BTS Board Meeting – September 19, 2013
4. Discussion Item – First 100 Days (Martin Rose)
5. Discussion Item – Budget Assessment (Martin Rose)
6. Discussion Item – Project Impacts to BTS (Jim Russell)
7. Discussion Item – Strategic Plan Update (Gautham Sampath)
8. Discussion Item – Security Audit (Jeff Rohrs)
9. Adjournment (Chair, Commissioner Latvala)

CALL TO ORDER

        Chairman Latvala called the meeting to order at 1:03 P.M.

DESIGNATION OF VOTING PROXIES

        Chairman Latvala noted that there are no proxies present.

MINUTES OF JULY 8, 2013 AND SEPTEMBER 19, 2013 MEETINGS – APPROVED

        Upon presentation by Chairman Latvala of the minutes of the BTS meetings of July 8, 2013 and September 19, 2013, Commissioner Welch moved, seconded by Ms. Nelson and carried, that the minutes be approved as submitted.

RESOLUTION NO. 14-01 OF THE BUSINESS TECHNOLOGY SERVICES BOARD ADOPTED TERMINATING THE BOARD OF COUNTY COMMISSIONERS STEERING COMMITTEE; RESCINDING OPERATING GUIDELINES FOR THE COMMITTEE; RESCINDING A SERVICE-LEVEL AGREEMENT; AND PROVIDNG FOR AN EFFECTIVE DATE

        Attorney Crowell presented background information regarding the item, and stated that on September 18, 2008, the BTS Board had enacted Resolution No. 08-01, which established the Board of County Commissioners Steering Committee (BCCSC). He related that in order to reduce redundancy, streamline the process, and eliminate Sunshine Law concerns, he is presenting a resolution for member consideration to terminate the BCCSC as a standing committee of the BTS Board and allow the County Administrator's Executive Leadership Team to assume its duties.

        During discussion and in response to queries by Commissioner Welch, Attorney Crowell related that while there have been two committees known as the Technical Steering Committee (TSC), the resolution to be considered only refers to the BCCSC; whereupon, he presented further information regarding the Sunshine Law, and discussed why some committees are not considered Sunshine bodies or have been granted an exception to the law, such as the Security Panel.

        Thereupon, Ms. Nelson moved, seconded by Ms. Dubov and carried unanimously, that Resolution No. 14-01 be adopted.

FIRST 100 DAYS

Mr. Rose referred to a document titled *My First 100 Days* and discussed his observations during that timeframe as Business Technology Services Chief Information Officer and his goals for the BTS department. He related that he has met with County Commissioners and Appointing Authorities to conduct research and obtain feedback regarding how BTS can deliver improved services to all of its partners, and discussed the governance structure, indicating that he has met with the BCCSC and TSC; that the TSC could be a good resource and consensus-building body; and that he has been working on a strategic plan to move the department forward.

Mr. Rose related that he has met with all BTS managers, team leaders, and staff members; that the department has been experiencing retention issues; that although some issues can be attributed to the challenging economy, other issues are related to information technology and the private-sector currently putting pressures on wages; and that he has created a focus group regarding the issue and is presently working to fill staff vacancies. He stated that BTS is actively working toward improving staff communication and transparency, an issue that was brought forward during the employee survey; that he will elicit employee feedback through various means; and that considerable feedback was received during the Employee In-Service Day; whereupon, he reported that he is working with Human Resources Director Peggy Rowe regarding a salary survey and a reorganization plan; and that while he is not yet ready to present the reorganization plan, it will entail improvements in service delivery and improved customer service.

Mr. Rose discussed Business Relationship Management (BRM) and partnerships, and reiterated that he has met with all of the partners and considers the BTS Board to be a part of that group. He related that his aspiration is to utilize current resources and create specific relationship managers who can more effectively provide assistance to BTS partners; and that he has been interviewing individuals for the vacant BRM Director position formerly held by David James; whereupon, he indicated that, later in the meeting, the security assessment contractor will discuss security audit findings; that the audit will be followed by discussion regarding remediation steps; and that additional staff has been hired to ensure that security policy remains strong.

During discussion and in response to queries by Commissioner Welch, Mr. Rose presented his objectives regarding project, financial, and change management, relating that he foresees no problems as he continues to review the budget; whereupon, he discussed the costs associated with enterprise licensing and maintenance, relating that the Contract Manager position recently approved by the Board should provide the opportunity to reduce costs.

Mr. Rose related that service management is the key to keeping systems and servers operating throughout the enterprise and is a governing structure that cuts across all operations; whereupon, he presented information regarding server downtime, security issues, system architecture, flexibility, technology, staffing, data growth, the Strategic Plan, the Data Center, and the County Cloud.

Mr. Rose discussed performance and transparency, relating that although project delivery needs to be improved, his goal is to ensure that systems are available, service level agreements are in place, and performance metrics are met; whereupon, he discussed Business Intelligence, and cited an example of how it has provided transparency in County Government by allowing financial data to be presented in a prescribed way. Concluding his presentation, he related that he is glad to have joined a sound organization consisting of great staff with a proven track record, and Chairman Latvala provided input.

In response to queries by Commissioner Welch, Mr. Rose related that the No. 1 challenge during his first 100 days has been to get the retention issue under control; that it is important to retain current personnel because of the difficulty in training newly-hired employees; that while various factors may play a role regarding why employees leave BTS, compensation is the biggest factor; and that his department is reviewing public and private sector jobs in Information Technology (IT) to ensure that salaries are aligned with the local job market.

BUDGET ASSESSMENT

Mr. Rose referred to a document titled *Budget Assessment – First Draft*, and related that he is not presenting any financial information, nor requesting any funding at this time. He discussed the status of the Fiscal Year 2014 budget, indicating that his aim is to come in at 99 percent of the adopted operating budget; whereupon, he discussed impacts to the Fiscal Year 2015 budget, including the following:

- Email and Office Automation (Enterprise Agreement versus Office 365)
- Resource-Level Adjustments for High-Demand Services
- Capital Improvement Program (CIP) Gap
- Reserve Strategy to Level Annual CIP Gap
- Aging Cable Infrastructure
- Unplanned Projects

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Mr. Rose discussed a decision made approximately four years ago not to renew the Enterprise Agreement with Microsoft, and related that although it was a good decision at the time, the County has consequently begun to experience a lag in technology; that his department will research whether to renew the Enterprise Agreement or possibly go to a Cloud solution such as Office 365; and that while the County could go in either direction, most companies will be transitioning to some form of Cloud.

Mr. Rose presented information regarding resource-level adjustments for high-demand services, relating that as service demand needs rise and fall across the enterprise, BTS will be responsive and able to shift personnel and resources to address those needs; whereupon, he discussed the Capital Improvement Program, relating that the CIP may have a slight gap in Fiscal Year 2015; and that if BTS requires additional CIP dollars, he will present a request at that time.

During discussion and in response to comments and queries by Mr. McCabe and Chairman Latvala, Mr. Rose discussed the benefits of having a reserve fund, the need for a reserve strategy, and the possibility of unplanned projects, and related that at $130,000, the BTS reserve fund constitutes a very small percentage of his budget. He indicated that he will present a fiscally-responsible plan regarding the replacement of aging cable infrastructure in certain Pinellas County buildings in Fiscal Year 2015; and that even though a wireless system could augment the wired infrastructure, wireless technology is not yet reliable enough to serve as the primary system; whereupon, he related that the budget information provided is merely the initial draft; and that he will provide more information at a future meeting.

PROJECT IMPACTS TO BTS

James Russell, Deputy Chief Information Officer, BTS, referred to a document titled *Project Impacts to BTS* and discussed the following:

- Justice Consolidated Case Management System (CCMS)
- Oracle Project Unified Solution (OPUS)
- Business Intelligence (BI)
- Enterprise Geographic Information Systems (eGIS)
- Public Safety Complex
- Other Projects

During discussion and in response to queries by Commissioner Welch, Mr. Russell provided a status update on the Justice CCMS project and the Workflow Imaging Gap, relating that his department continues to work with the stakeholders, core team, and Tyler Technologies to produce a statement of work; that the kick-off should occur during the May/June 2014 timeframe; and that the go-live date will likely occur one year later; whereupon, he discussed product functionality and conflicting resources and presented additional timeline information, and discussion ensued.

Mr. Russell discussed OPUS performance and growth issues, relating that because system disk space is being utilized much quicker than projected, it has subsequently led to performance issues; and that opportunities to improve and enhance the system will be discussed later in the meeting; whereupon, he briefly discussed a request by Human Resources pertaining to performance management software.

Mr. Russell discussed the challenges associated with meeting the demand for Business Intelligence throughout the County, and related that contractors are currently providing BI services due to inadequate BTS staff to meet the need; that permanent staff will be needed in the future to provide a sustainable service; and that Enterprise GIS has presented similar challenges due to its high demand. He presented information regarding the future migration of the Data Center to the Public Safety Complex; whereupon, he discussed upcoming projects, including the Community Help and Electronic Data Analysis System (CHEDAS), Enterprise Asset Management, Contract Management, and Consolidated Call Centers.

In response to queries by Commissioner Welch, BTS Chief Information Technologist Gautham Sampath, with input by Messrs. Rose and Russell, discussed how BTS meets Business Intelligence needs for departments which require the service, and indicated that while utilizing permanent staff in conjunction with contracted staff is likely the best path forward to continue to provide a sustainable service, BI employees can command more than $120,000 a year, which is approximately $20,000 more per year, per position, than programmed for in the BTS budget.

STRATEGIC PLAN UPDATE

Mr. Sampath referred to a document titled *Strategic Plan Update*, and related that engineered systems are part of the Strategic Plan; that such systems are created by a vendor and sold as a pre-built/pre-tuned appliance to be used for a specific purpose; and that Pinellas County purchased an engineering system called Exalytics in December 2013 which has proven to be very successful; whereupon, he discussed the business benefits of using engineered systems, including:

- Faster Budget Formulation Process
- Performance
- Enhanced User Experience
- Increased Flexibility and Agility
- Improved Dashboarding

Thereupon, Mr. Sampath discussed the IT benefits of using engineered systems, including:

- Purpose Built Hardware
- Consolidation/Rapid Deployment
- High Availability
- Less Hardware/Software Upkeep
- Private Cloud
- Vendor Management
- Operational Efficiencies

During discussion and in response to queries by Commissioner Welch, Mr. Sampath presented information regarding dashboards, indicating that completed dashboards will be presented next week at the Executive Leadership Team Meeting; and that the first phase of an Executive Dashboard for the Department of Environment and Infrastructure has been completed.

Mr. Sampath provided additional information regarding engineered systems, relating that such systems are basically a fusion of hardware and software; that they are pre-integrated to reduce the cost and complexity of IT infrastructure while, at the same time, increasing productivity and performance; and that various companies such as Oracle and IBM sell their own versions of such appliances; whereupon, he related that because Exalytics has produced huge efficiencies, BTS will build a business case to determine if the purchase of additional appliances makes good financial sense, and discussion ensued.

In response to queries by Sheriff Gualtieri, Mr. Sampath, with input by Mr. Rose, indicated that Exalytics is the only appliance purchased thus far; that all of the other appliances are only being considered; and reiterated that a business case will be made for those appliances; whereupon, he discussed public and private Clouds and the benefits of Cloud technology, relating that while Pinellas County currently utilizes a private Cloud, it could eventually convert to a public Cloud if desired.

In response to further queries by Sheriff Gualtieri and Ms. Nelson, Mr. Sampath indicated that OPUS has been experiencing performance and growth issues; that large amounts of data are quickly consuming limited disk space and affecting processing and backup capabilities; that such significant growth is due to BTS serving the needs of many agencies; and that because the funding provided for growth is inadequate, BTS may eventually submit a request for additional dollars.

SECURITY AUDIT

Chairman Latvala indicated that the Security Audit portion of the meeting will take place in the BCC Conference Room; whereupon, at this time, 2:04 P.M., the meeting was recessed and reconvened at 2:14 P.M. with all members present.

ADJOURNMENT

The meeting was adjourned at 3:04 P.M.