



Pinellas County Business Technology Services

Strategic Business Plan 2014

Prepared by the Strategic Leadership Team

Partnering to provide the solutions most important to our Customers' Business

April 2014

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INTRODUCTION

The Business Technology Services (BTS) Department exists to provide world class customer service and technology solutions to real business problems and opportunities while partnering with all county departments to be the "Service Provider of Choice".

Under the direction of the BTS Board, BTS collaborated and partnered with Constitutional Officers, BCC Agencies, and the Courts to enable business strategies that have enhanced the mission of Pinellas County Government. As the county leaders in Information Technology, BTS continues to leverage internal centers of competency to maintain and protect information assets, provide operational system excellence, ensure business continuity, and leverage financial resources through shared business services.

Strategy and Governance oversees strategic planning, organizational change management, project management, and service management best practices which continue to mature and add significant value to county operations in the form of cost effective service delivery and support. As part of the yearly Strategic Planning Process, BTS developed, updated, and refined a Common Requirements Vision (CRV) that documents current business trends and the collective interests of our customers, partners and stakeholders. Some common trends include collaboration systems, mobility, faster processing, small form factors devices, BYOD, business intelligence, social media and mass collaboration.

Business Technology Services recognizes both Business Strategies and Technology Strategies within our plan as these two areas heavily rely on each other. Technology Strategies are core to our foundation of providing the infrastructure and applications that support operational excellence. Technology strategies include Cloud Computing Services, Security Vulnerability Management, Media Collaboration Tools, Enterprise Content Management (ECM), Preparing to Replace Aging Cable Infrastructure and Refresh Enterprise Office and Collaboration Applications.

Our Business Strategies are a mix of internal controls and business technology trends including Business Relationship Management, Service Management Expansion, Cost Recovery Model refinement, Application Portfolio Management and Modernization, Mobile Computing and Wireless Connectivity, Social Media and Mass Collaboration and Business Intelligence.

Lastly, at the heart of our mission and strategic plan is to assist all county departments in their role to meet our new Citizen Engagement model for more responsive and self-service government through technology. To meet this mission, we have implemented strategies that have enabled more flexible and ubiquitous access to public information by partnering with Communications to develop our award winning Pinellas.org portal and mobile applications like SeeClickFix and E-TownHall. In the future, BTS and Communications will be expanding these and other public facing solutions to help improve the communications and partnership between Pinellas County and our citizenry. BTS has also partnered with the Clerk of the Circuit Court to build financial transparency through Business Intelligence systems. This powerful reporting system will continue to expand Pinellas County commitment to government transparency as several expansion projects are now in the process.

The purpose of our Strategic Planning Process is to determine how we can provide the greatest business value to our customers. Our goal is to always be the “Service Provider of Choice”. To accomplish this, we recognize the critical need for effective collaboration and partnership across all county departments to help us identify specific business requirements and industry trends that are affecting our customers' businesses. We use this valuable insight to determine how best to apply internal or contracted resources to meet the business objectives and desired outcomes. We are also moving to a proactive business relationship model to assist our partners by understanding their business so we can find process improvements through technology.

BTS remains committed to the success of our customers, partners and stakeholders, and will continue to provide experienced professionals, innovative business solutions, and core enterprise technologies that enable the business to better serve the citizens of Pinellas County.

On behalf of the Business Technology Services Department, we would like to present this Strategic Plan and we thank you for the opportunity to serve you and the citizens of Pinellas County.

Sincerely,

A handwritten signature in dark ink, appearing to read "Martin P. Rose", written in a cursive style.

Martin P. Rose
Chief Information Officer
Business Technology Services

VISION

Service Provider of Choice:
Partnering in relentless pursuit of value-added service

MISSION

As the technology leader in Pinellas County Government, we are driven to ensure the success of our customers and partners by providing cost effective and innovative technology solutions with the goal of improving the lives of Pinellas County Citizens.

Guiding Principles

- 1. Enhance Business Value**
- 2. Solution and Cost Optimization**
- 3. Promote “One County” Partnership**
- 4. Simplify and Reduce Complexity**
- 5. Provide Secure and Available Business Solutions**
- 6. Prefer COTS Over Custom Development (reuse, buy, then build)**

**** For additional detail see Appendix E**

BTS STRATEGIC SUMMARY

Each year, BTS works with County Agencies, Constitutionals, and the Courts to determine the business drivers, industry trends & best practices, and environmental trends that will affect them over the coming 1-3 years. The results of this analysis is a set of common requirements that BTS considers when planning its strategic response to what the County Agencies, Constitutionals, Courts, and BTS will need over that time frame. BTS has created a “one-pager” which is an attempt to provide an overview of this year’s strategic projects, business strategies, and technology strategies.

2014 BTS Strategic Summary	
Strategic Projects	<ul style="list-style-type: none">➤ JUSTICE <small>ccms</small>➤ Public Safety Complex➤ Enterprise GIS (eGIS)➤ Enterprise Asset Management (EAM)
Business Strategies	Technology Strategies
<ul style="list-style-type: none">➤ Citizen Engagement➤ Business Value (TCO)➤ Business Relationship Management➤ Rapid Application Delivery➤ End-User-Experience➤ Platform Agnostic Application Delivery➤ Cost Recovery➤ Service Management➤ Organizational Change Management➤ Application Portfolio Management➤ Enhance Security Oversight & Awareness➤ IT Governance➤ Invest in Talent and High Performance Organization	<ul style="list-style-type: none">➤ Cloud Computing and Private Cloud➤ Application Portfolio Modernization➤ Mobility and Wireless Connectivity➤ Business Intelligence and Dashboards➤ Preparing to Replace Aging Cable Plant➤ Enterprise Call Center Management➤ Engineered Systems➤ Collaboration (UC, IM, Video, WebEx...)➤ Microsoft Products and Enterprise Agreement➤ Virtualization (Server, VDI, Applications...)➤ Tapeless Backups➤ Security Technologies

Project Description

The JUSTICE CCMS replaces the legacy CJIS platform for the County. Project success will be measured by the new system's ease of use, navigation consistency, ability to support and accommodate changing business needs and legal mandates, and the capability to interface with other databases and software. CJIS User Policy Board Members include the Pinellas County Clerk of the Court, the State Attorney-Sixth Judicial Circuit, the Public Defender-Sixth Judicial Circuit, the Chief Judge-Sixth Judicial Circuit, the Trial Courts Administrator-Sixth Judicial Circuit, the Pinellas County Sheriff, one Pinellas County Commissioner, and three local Law Enforcement Chiefs. In addition to the Board Members, the Justice Project is guided by the Justice Management Team, which includes representation of CJIS User Policy Board Members, Business Technology Services (BTS), and a Justice Project core team that is comprised of a Project Sponsor, Coordinator, Project Manager and Analyst.

Project Status

Civil Courts went 'live' for citizens with Odyssey in September 2012 including Public Access online, and Probate in September 2013. Conversion of data, development and configuration activities are continuing for the Criminal Court phases of the project and are targeted for July 2014.

Project Dates & Dollars

	Planned	Projected	Actual
Start Date	12/20/2010	12/20/2010	12/20/2010
Civil Go Live	7/9/2012	9/17/2012	9/17/2012
Probate Go Live	9/6/2012	9/3/2013	9/3/2013
Completion Date (Criminal Go Live)	6/30/2013	7/14/2014	
Workflow and Imaging Gap Fill	8/1/2014		
Total Budget	\$11,439,000	\$11,439,000	

Project Description

BTS will lead and manage the migration of critical Information Technology infrastructure maintained by BTS to the new data center within the PSC to improve disaster recovery and business continuity on behalf of our stakeholders.

Project Status

BTS procured core Data Center infrastructure including Virtual Desktop Infrastructure for the EOC. Much of the equipment has been moved and racked and installations are in progress. Revised move in date for the 911 call center to 4/16/14.

Project Dates & Dollars

	Planned	Projected	Actual
Start Date	6/10/2013	6/10/2013	6/10/2013
Completion Date - Phase 1 (V, P, Energy)	09/30/2013	10/14/2013	11/01/2013
Completion Date - Phase 2 (Comm Center/EOC)	02/01/2014	05/30/2014	
Completion Date - Thin Client Deploy w/EMA	03/14/2014	05/30/2014	
Completion Date - Install Wireless w/PCSO	03/28/2014	05/30/2014	
Completion Date - Phase 3 (Data Center Relocation)	06/30/2014	09/30/2014	
Total Budget	\$1,300,200	\$1,300,200	

Project Description

This program focuses on a “One County” approach to citizen engagement and transparency of services using all County geographic information systems and geographic data sets to maximize County benefit. The establishment of a GIS Steering Committee, chaired by the Property Appraiser, and a GIS Services Bureau will set ongoing work priorities, GIS standards, provide guidance for GIS projects, and secure funding for GIS initiatives.

Project Status

The eGIS project is technically complete and in production, however due to the strategic importance of the initiative BTS is keeping it on the Strategic Projects list. Training has been provided for both ArcGIS and ArcGIS Online. Migrated all legacy data with the exception of DEI Utility data as well as some new non-legacy data from other departments. Below are some of the applications that have been completed this past year.

NEW GIS APPLICATIONS:

- Know Your Zone – Safety and Emergency Services
- Tax Parcel Viewer – Property Appraiser
- Aerial Image Retrieval Self Service (aerials (1997-2011))
- Manatee Viewer (sightings from 1990)
- Maps & Apps Gallery
- County Owned Property
- Hydrant Inspection
- Public Notification
- Land Use Viewer and the eGIS Viewer
- Maps and Apps Gallery
- MPO Construction Projects
- My Neighborhood and Land Use Viewer.

Project Dates & Dollars

	Planned	Projected	Actual
Release 2013 Q2/Q3 - Start	4/29/2013	4/29/2013	4/29/2013
Release 2013 Q2/Q3 - Finish	9/30/2013	11/11/2013	11/15/2013
Release 2013 Q4 - Start	9/30/2013	11/11/2013	11/15/2013
Release 2013 Q4 - Finish	12/31/2013	1/31/2014	1/31/2014
*Release 2014 R1 - Start	06/30/2014	09/30/2014	
Total Budget	None	None	

* eGIS Steering Committee has elected to have 2 releases a year instead of one per quarter.

Project Description

The goal for an Enterprise Asset Management project is to upgrade and unify the work order and asset management systems currently on various platforms throughout the County to a common, vendor-supported version to ensure business continuity and agility to make improvements quickly. This project consolidates three existing Maximo projects for the BCC. They are: 1) Utilities Maximo Upgrade (R226130 / C54156); 2) Maximo - Parks Work Order System (R226972); and 3) STAR Center & REM Maximo Upgrade (R226662 / C54158).

Project Status

Closed Discovery Phase Contract with Starboard Consulting--Final payment sent to Starboard on 9/30/13 for Discovery Phase--sent Starboard Notice of Termination on 10/14/13. RFP advertised 11/8/13. Pre-proposal conference 11/22/13. Designated Jim Fletcher as the new Program Sponsor. Nine proposals received on 1/16/14. The RFP selection committee scored the 9 proposals and recommended that 5 proposers be moved forward to the next phase of the evaluation. Functional Requirements demonstrations will be taking place in late April and early May. Upon completion of the demonstrations the top ranked proposer will be recommended to move forward to the negotiation phase.

Project Dates & Dollars

	Planned	Projected	Actual
Start Date	10/19/2011	11/28/2011	11/28/2011
Completion Date - Starboard Consulting - Discovery	07/20/2012	09/30/2013	10/14/2013
Completion Date - Obtain Implementation Contract	6/30/2014	9/23/2014	
Completion Date - Implementation	TBD	TBD	
Total Budget	\$1,300,200	TBD	

BTS BUSINESS STRATEGIES

BTS is constantly evolving its business strategies to improve service delivery and improve internal processes. The following are the significant business strategies BTS has adopted to enhance our ability to deliver quality services to our customers.

CITIZEN ENGAGEMENT

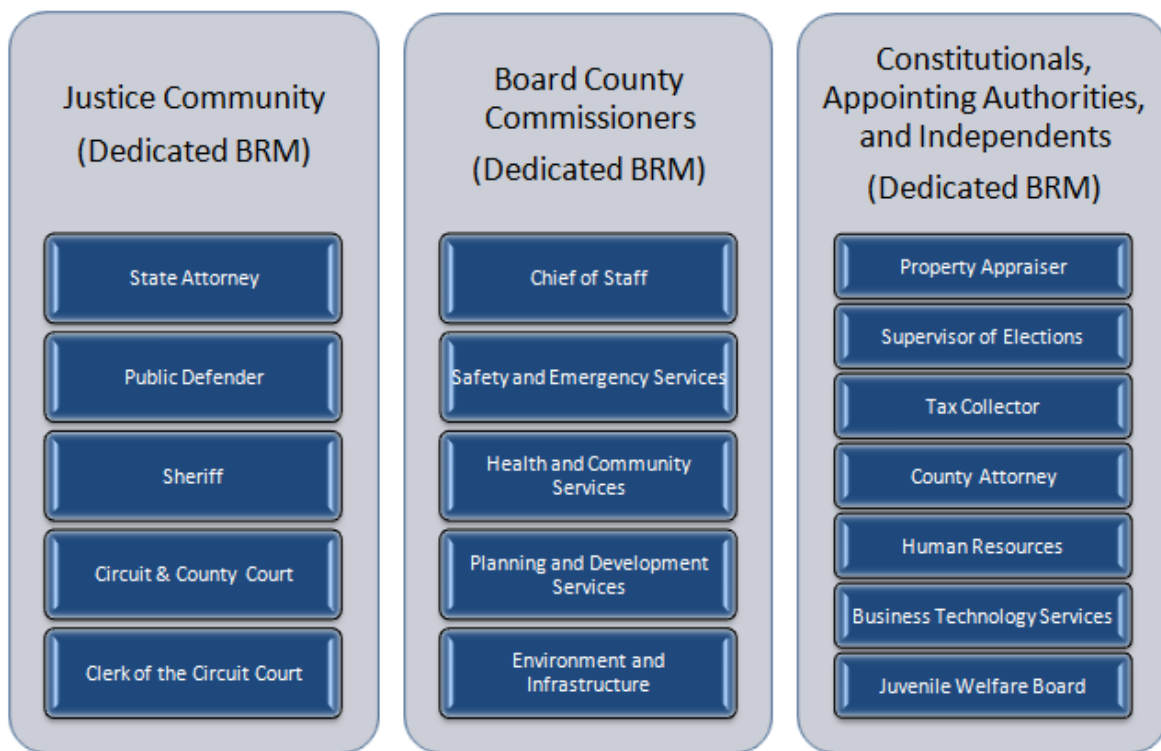
The terms eGovernment, digital government or connected government have been used for several years to represent the shift from operating government in a traditional way to operating government in the information age and interacting with the citizens in a more electronic way. What this really means is that, as doing business electronically becomes more accepted, counties are evolving and enhancing the constituent's experience. BTS is focusing on four key areas to increase citizen engagement: Transparency, Crowdsourcing, Communications and Online Services. Providing county constituents access to more information and financial data promotes transparency of government which builds trust in the county leadership. Using tools like SeeClickFix, we are able to gather valuable information from ordinary citizens about problems within the county infrastructure which helps the county improve the maintenance of its infrastructure. By providing a valuable communication vehicle like E-TownHall, citizens are able to be involved in county business meetings and in giving county leadership feedback through many different technology vehicles. Lastly, through online services across county government, citizens are able to get services digitally that were traditionally supplied by contact center staff or on-site staff. Pinellas County is well on the way to becoming a "Digital County" and BTS will continue to lead technology efforts that cultivate citizen engagement.

BUSINESS VALUE

The vision of BTS is to "partner in the relentless pursuit of value-added service". Adding value to the business speaks to the very reason any Information Technology (IT) organization exists. BTS strives to add value to the business by proving cost effective and innovative technology solutions that solve business problems or enhance business processes. BTS recognizes that business value for Pinellas County has many forms such as financial value, citizen or constituent value, employee value, or societal value. All BTS projects or initiatives should be supported by a business case that factors in the forms of business value and provides a Total Cost of Ownership (TCO) analysis. When performing TCO analysis it is important that BTS put technology projects in business terms and relate functionality in terms of business outcomes. All investments in BTS services should be transparent to the Stakeholders. When stakeholders can clearly see the cost of services they can take a more active role in cost savings and make informed choices.

BUSINESS RELATIONSHIP MANAGEMENT

Business Relationship Management (BRM) is a widely used strategy to enhance partnerships between service providers and customers. Over the last several years, BTS has developed a BRM strategy and process to enhance customer partnerships. This has primarily been through the use of the leadership team operating as part-time relationship managers while balancing the demands of their primary role. BTS recognizes the importance of establishing and maintaining a business relationship with our customers. To meet the business objective, BTS has reorganized and created a dedicated BRM group that will focus solely on establishing business relationships with customers to ensure BTS understands our customers and their business needs. BTS will partner with customers to ensure high levels of customer satisfaction, establish a constructive relationship, identify changes to the customer environment that could impact services provided by BTS, and ensure BTS services is meeting the demands of our customers. The figure below describes the layout of the BRM team. There will be one dedicated BRM for each of the domains listed below: Justice Community, Board County Commissioners, and Constitutionals, Appointing Authorities, and Independents.



RAPID APPLICATION DELIVERY

BTS recognizes the growing requirements and accelerated need for technology solutions from the business and has dedicated a team to focus on rapid delivery of technology solutions. Many agencies and departments are striving to deliver their services more effectively and efficiently by leveraging technology solutions. The creation of this team allows BTS to add value to the business by delivering

small to medium solutions in a shorter timeframe. Creating a rapid application delivery team within the BTS department allows for two streams of work, traditional and fast. The traditional stream will focus on long-term COTS implementations that typically last for more than 6 months and require a more robust project management and development process. The fast stream (the rapid application delivery team) will focus on small to medium projects that can be completed using a more streamlined development process and completed in a much shorter timeframe than projects that the traditional stream of work would be handling.

END-USER-EXPERIENCE

Evolving the end user experience in a way that enhances productivity and overall user satisfaction is a key strategy for BTS. The end user experience can be everything BTS provides that the end user experiences such as; the office experience with workstations and applications, the mobile experience and applications, video and audio conferencing, the remote access experience and just as important the experience we provide the citizens and constituents through our public and self-service offerings. A Chief Technologist has been assigned to lead this effort and will create the detailed strategy and oversee the process of evolving the products and services provided by BTS with a focus improving the end user experience.

PLATFORM AGNOSTIC DELIVERY

Web application technologies have diversified in recent years, and there is no longer a strong market leader for web browsers, web frameworks, and other associated technologies. In addition, mobile technologies have matured, with modern phone and tablet devices able to access web functionality in virtually the same way as traditional desktop PCs. Users now expect that the web-based applications that they use and rely on will continue to function and provide value regardless of web browser, operating system, or device. This is an important factor for internal applications due to initiatives such as BYOD (Bring Your Own Device) as well as to help minimize application modernization efforts, and even more important for external applications, in which Pinellas County has little control over how citizens and external agencies choose to access web applications.

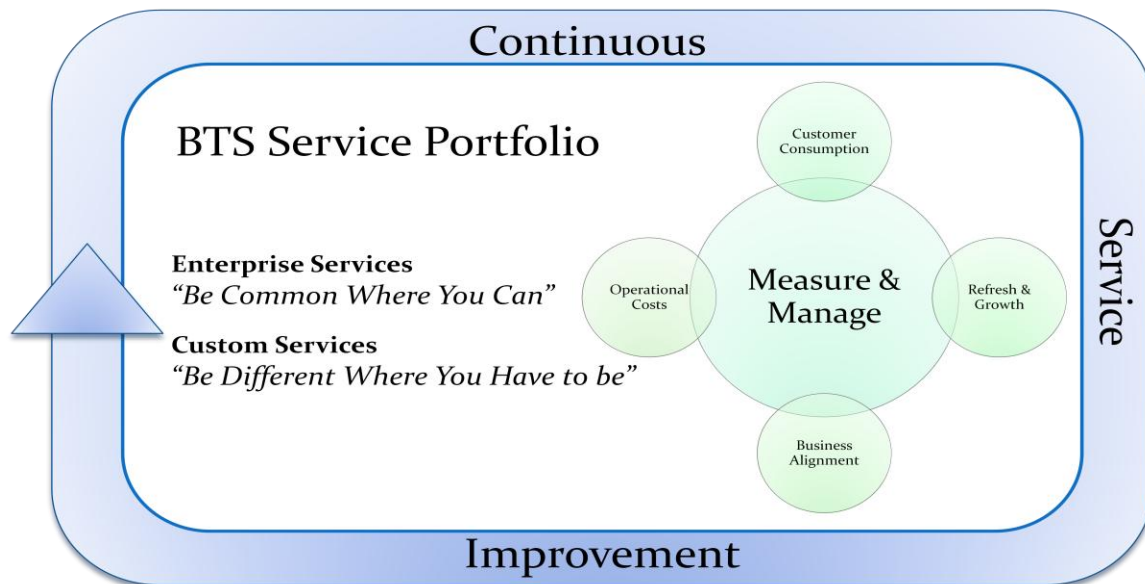
To meet this new landscape, delivered solutions will be as platform agnostic as possible, so that these solutions can function identically regardless of the technologies used to access them. Developed solutions will focus on platform agnostic technologies, such as increased usage of HTML5 and Service-Oriented Architecture techniques, as well as decreased usage of technologies that require specific platforms or configurations, such as browser plug-ins (Flex, Silverlight), software frameworks (Applets, ActiveX), or specific browsers or browser versions. In addition, procured solutions should use this strategy as a guiding factor in making technology decisions to ensure that the solution will be durable regardless of future technology trends.

COST RECOVERY

THE TRANSITION FROM COST ALLOCATION TO COST RECOVERY

Previous Cost Allocation accounting methodologies were confusing to some customers and sometimes inadequate for transparently tracking consumption of business and IT services in a way that was easily understood and useful for budgeting and planning purposes.

Fiscal Year 14 was the first year BTS is actively communicated the budget in terms of “Services.” Recovering in terms of services has already evolved within the 2011, 2012, and 2013 BTS Cost Plans. The 2012 and 2013 Cost Plans implemented an allocation basis in terms of “Enterprise” and “Custom” services. Moving forward, consumption of each set of services and the complete actual cost of each service critically depends on the ability of BTS to effectively measure and manage in terms of services.



BTS has worked with the BTS Board and Financial Sub Committee to define a portfolio of services that are consumed by Pinellas County Organizations and Citizens. The goal of Cost Recovery is not only to manage the budgeting, accounting, and charging requirements for IT, but also to quantify & qualify the value of IT services. The IT financial management discipline allows for BTS to balance the cost and quality of a service and to maintain the right balance of supply and demand between BTS and the customer. BTS will continue to evolve the way Service performance is measured and managed. Development of the BTS Service Portfolio will provide new views of the Services BTS currently offers, a pipeline of new services being looked at, and services near end-of-life.

UNDERSTANDING COST ALLOCATION

Cost Allocation via the BTS Cost Plan effectively provided a financial mechanism to recover the costs of Pinellas County's internal IT service organization (BTS) in a way that assumed maximum benefit from federal grant reimbursement and alignment with OMB circulars. Though a viable financial mechanism for this purpose, mapping 'cost' with measures of cost effectiveness and or value were difficult and not clear; customers were distracted by a cost allocation (a "bill") that they could not understand. Cost allocation for some customers became a distraction and a deterrent from partnering with BTS.

The Cost Allocation methodology has three fundamental challenges:

1. Accounting for service usage was two years in arrears and this accounting was used for future state budget allocations and requests. With technology needs and technology possibilities changing rapidly, it was difficult to equate the usage from two years ago to future budget needs for each customer.
2. Metrics used for calculation relied on personal computing and/or staff counts to distribute costs across consumers rather than reflect actual service consumption per service and customer. This made it difficult for consumers to make decisions about changes in their service or service levels provided.
3. Capturing projected funding needs for technology and Service upgrades was not reported or built into the ongoing costs of the technology or Service refresh, resulting in large capital investment requests at 3-5 year intervals.

The new Cost Recovery methodology begins the transition away from the challenges of Cost Allocation. Cost Recovery looks to address the three challenges above by:

1. Adding a multi-year projected budget and cost per service; recognizing variances and making adjustments within one year will have/could have a multi-year impact on the cost of a service regardless of which fiscal year service costs are recovered; In-arrears recovery (Cost Allocation/Cost Plan) for BTS services will remain as the primary mechanism for 'Notional' for billing for Enterprise Services. Custom Services will be directly charged to the customer under the terms of the BTS Service Level Agreement with that customer.
2. Implement a service consumption basis that aligns with industry standards (where possible); basis measures that are directly related to service consumption and will be continually compared to industry standards to assure cost effectiveness. The cost of the service and who consumes that service must be clear.
3. Include the cost of technology refresh & growth into the overall cost of the Service to level out ongoing cost; keep the Service up-to-date and competitive with industry standards and business needs.

Cost Recovery requires that BTS become more disciplined than ever with resource management, project management, and program/service budgeting to adequately and efficiently manage cost for Services provided by BTS.

SERVICE MANAGEMENT

Focus on Services: Service Strategy, Service Design, Continual Service Improvement, and Organizational Change Management

A key strategy in the evolution of Business Technology Services is to improve Service Management and business improvement processes. Initial success with ITIL best practices that focused on Incident, Change, and Configuration Management processes resulted in a 50% reduction of Priority 1 (Major) Incidents and these processes continue to add value in measuring performance. Following this success, a strategic focus will be placed on additional Service Management stages and business processes.

- Service Strategy – will focus on evolving strategy, business relationship, demand, service portfolio, and financial management improvements to better manage the pipeline of requests and service delivery for our customers by aligning business outcomes with each service.
- Service Design – will focus on the appropriate quality, capacity, security, and service level management practices to ensure we meet or exceed expectations while balancing sustainability of a service as forethought.
- Continual Service Improvement – will focus on continual improvement for all processes, activities, roles, services, and technologies.
- Organizational Change Management – will focus on the human side of change, including training plans and business analysis, to ensure successful outcomes.

Service Strategy, Service Design, and Continual Service Improvement

These stages in the ITIL framework are covered, in detail, in the Best Management Practice 2011 Edition books bearing their name. Our goal is to implement the practices that will streamline and improve our ability to deliver solutions to our customers.

ORGANIZATIONAL CHANGE MANAGEMENT

BTS continues to grow its capacity and discipline for Organizational Change Management (OCM) in response to the demand for ongoing support of technology implementations and updates. OCM focuses on the people side of change – integrating people, processes, and technology. During technology implementations, upgrades, or new functionality releases the affected County departments and agencies experience changes in business processes, changes in the technology systems, and changes in the way employees use and interact with these systems. Effective OCM is necessary to guide the County through the stages of change presented by these initiatives. The four main components include leadership alignment, communication, change impact analysis (through business process re-

engineering), and training. OCM is applied to a larger or lesser degree depending on the size and scale of the change being implemented.

Benefits

The OCM discipline works to drive faster adoption, greater ultimate utilization and higher proficiency on the changes impacting employees in the organization such that business results are achieved more rapidly. Response to change can be positive or negative; OCM helps to minimize employee resistance and maximize employee engagement. OCM activities help to reduce the amount of time people spend in a state of confusion and uncertainty.

Risks

Business Owner Departments risk project delays and even implementation failure if the people side of change is not managed along-side the functional and technical aspects of these technology initiatives. Once systems are implemented, Business Owner Departments risk slower adoption of the new systems and processes, decreased sustainability, and a greater likelihood of backsliding to the old ways of doing business. To avoid these risks, we must shift our view of OCM from a "nice to have" to a "must have."

Ongoing Need

Improving service delivery to our citizens in the face of limited resources requires more than installing new technology tools. It takes an ongoing, end-to-end process improvement approach involving stakeholders at all levels; systematically identifying the root causes of rework and delays; eliminating wasteful steps and redundant efforts; finding ways to reduce performance variability; reinforcement through ongoing communication and training - - - before, during, and after the technology tools are installed.

Through ongoing efforts, OCM will facilitate the evolution of business process management to help transform the enterprise's customer experience and internal operations while providing agility and flexibility through automation and optimization of end-to-end processes.

APPLICATION PORTFOLIO MANAGEMENT

Enabling the County to advance to new platforms such as tablet PCs, mobile devices, and faster operating systems is imperative now and through the next three years. Every application has a lifecycle and creating a roadmap that includes an end of supportability/life date and a strategy must be in place to either migrate or eliminate that application from the portfolio. The entirety of the BTS-supported application portfolio must be analyzed and plans developed for transitioning to modern, sustainable technologies. A repeatable methodology has been developed to analyze the County's application portfolio each year to assess what actions will be needed to manage the technical quality and total cost of ownership versus business value of each application. Emphasis must be placed on this initiative to

assure stakeholders are not held back from taking advantage of newer efficiencies and technology platforms.

The Application Portfolio Management process assesses key factors such as operational performance, security risk analysis, and impact to business processes to determine the business value and technical quality for each application in the portfolio. This analysis also provides a visual mechanism to identify clusters of similar applications for future consolidation and migration to common, enterprise-wide products. Ultimately, the process categorizes each application into one of four groups to determine a high-level strategy for each application in the portfolio:

- Invest: applications that provide high business value and have good technical quality. These applications will remain an active part of the portfolio, and should be actively enhanced to increase their value and usage.
- Migrate: applications that provide high business value, however the technical quality is low which makes them difficult and more expensive to maintain. These applications should be modernized and migrated to another technology or platform.
- Tolerate: applications with relatively low value to the business, but cause few technical concerns or problems. These applications will remain in the environment for usage but have no emphasis on future investment or enhancement.
- Eliminate: applications which no longer provide sufficient business value and have low technical quality, and should be evaluated for retirement.

ENHANCE SECURITY OVERSIGHT & AWARENESS

Protection of the County's critical systems and sensitive data is paramount. BTS is the custodian of much of the County's systems and information assets. As such, it is imperative that BTS strive to protect and maintain the confidentiality, integrity and availability of these important assets. Following recommendations from our 3rd party security assessment conducted in 2013, BTS has increased dedicated security staff to three full time equivalents (FTEs). With the new resources in place, BTS will enhance security oversight and overall security awareness over the next year. The following is a list of some of the initial areas of focus.

SECURITY MANAGEMENT FOCUS AREAS:

- Create information asset inventory and data classification with agreed upon risk scoring to assist in prioritization of protection efforts.
- Increase the capability to provide baselines, trends and benchmarks to enable better decision making.
- Provide better reporting for data owners.
- Integrate security into projects by partnering on the solutions development life cycle (SDLC).

- Determine the policy standards that are consistent with local government and adopt as the framework.
- Seek solutions to create segregation of duties which will reduce the potential for fraud and misuse.

IT GOVERNANCE

BTS blends a series of best practice disciplines for leading and managing the County's business technology investments. The combinations of these best practices is the foundation for enabling BTS to be agile, cost-effective, and achieve our vision of being the "Service Provider of Choice" for Pinellas County business technology services. New emphasis will be put toward Service Strategy, Service Design, Continual Service Improvement, and Organizational Change Management practices to support Cost Recovery on the ongoing evolution of Business Technology Services.

THESE DISCIPLINES INCLUDE:

- Information Technology Infrastructure Library (ITIL)
- Project Management Body of Knowledge (PMBOK)
- Enterprise Planning and Architecture Strategies (EPAS)
- Solution Development Life Cycle (SDLC)
- Enterprise Security Policy
- Service Level Agreements (SLA)
- Performance Management / Goals & Objectives
- Organizational Change Management (OCM)

INVESTING IN TALENT AND HIGH PERFORMANCE ORGANIZATION

BTS values the contribution of our employees as a core competency, and we are committed to recruit, develop, reward, and retain personnel of exceptional ability, character, and dedication. We are a continually learning organization, continually evolving and staying apprised and ahead of business and technology trends. Our people are our service and to keep pace with constant changes in technology and the high level of expertise required, continual investment in education is imperative. Additionally, as the next wave of mobility and cloud technologies emerges, stakeholders and customers will require training to assure they get the maximum benefits from new business processes and efficiencies. BTS recently completed equity adjustments based on a salary study and reorganized to better align with 2014 Strategic Business Plan. Attracting and retaining new talent continues to be a challenge for BTS. Reducing the dependency on contract staff and staff augmentation contracts will be a focus for the next couple of years. BTS is seeking to create a partnership with HR to fund a position that will focus on and facilitate the recruitment of high quality talent.

TECHNOLOGY STRATEGIES

Each year BTS identifies and selects technologies that support the vision and mission of the department as Service Provider of Choice. BTS selects the technologies by evaluating the business trends, industry trends and best practices along with the business drivers which creates a desired future state.

CLOUD TECHNOLOGY AND PRIVATE CLOUD

As public and private cloud offerings continue to grow, BTS will begin implementing and brokering contracts for cloud services as a strategy to reduce costs while increasing capabilities. The need to develop competency in cloud services brokerage is imperative to negotiate cloud service level agreements and protect the confidentiality, integrity, and availability of this method of delivering technology. BTS is investigating potential opportunities to leverage the Cloud. An immediate opportunity where cloud technologies may be able to improve service delivery and reduce costs is Interactive Voice Response (IVR).

In-house private cloud tools and streamlined service delivery should also be invested in to provide BTS customers with secure multi-customer and single-customer environments. Investing in and leveraging robust engineered systems as well as other best of breed technologies will allow BTS to create a “County Cloud” providing software as a service (SaaS) and platform as a service (PaaS) capabilities to current and potentially new customers.

APPLICATION PORTFOLIO MODERNIZATION

Applications will be identified for modernization through the Application Portfolio Management process. These legacy applications will include applications that provide high business value but have low technical quality as well as applications relying on technologies which have been targeted for retirement on the BTS Technology Roadmap.

Legacy applications will be modernized using one of these general approaches, while considering high-level guiding principles such as "COTS Over Custom" and "Simplify and Reduce Complexity":

- COTS: Identify and purchase a modern commercial system which meets the same or similar requirements as the legacy application.
- Custom: Utilize modern rapid application development technologies and processes, such as Oracle Application Development Framework, to develop a new custom application which meets the same requirements as the legacy application.
- Consolidation: If BTS already supports a modern COTS or Custom solution whose requirements are similar to the legacy application, the legacy users may be transitioned to the modern solution to meet their requirements. This may also require enhancing the modern solution via vendor engagement or custom development so that it can meet all necessary requirements.

MOBILITY AND WIRELESS CONNECTIVITY

Business trends with “bring your own device” (BYOD) and cloud-based services will continue to heavily influence the trend away from laptop and PC productivity to a “work from any device, anywhere” culture in the next generation of workforce. A BYOD usage and security policy must be developed that enables this new style of working while still maintaining the security and protection of the County’s information assets. Based on the policy, the ability to centrally manage devices may need to be put in place to ensure security for the network and County data assets are not compromised. An investment in a Mobile Device Management (MDM) technology will need to be made over the next year. BTS is focusing on technologies that secure delivery and storage of data and applications rather than the traditional MDM technologies that focus on managing the endpoint.

BUSINESS INTELLIGENCE AND DASHBOARDS

Business Intelligence (BI) is a set of business practices and technologies that aim to support data-driven decision making. Pinellas County has invested in a market-leading business intelligence and performance measurement platform for the enterprise: Oracle Business Intelligence Enterprise Edition (OBIEE). Fully engaging the capabilities of this tool will be transformational in improving the information readily available to decision makers. A unique capability of this tool is the ability to federate data across multiple data sources, enabling it to be used across the enterprise as an ad-hoc reporting and dash boarding tool. This creates the ability to create reports and dashboards that include data from multiple sources which in the past would have had to be reported on separately or manually combined. In addition, BI tools empower the users to create their own reports and be more proactive in their decision making process, with the help of KPI’s, Scorecard and Dashboard boards.

AREAS OF GROWTH:

- DEI Executive Scorecard and Dashboard
- Financial, Procurement, Projects and HR dashboards to help in better decision making process
- Converting Mainframe reporting applications to OBIEE solutions
- CHEDAS BI reporting solution

PREPARING TO REPLACE AGING CABLE INFRASTRUCTURE

A County wide inventory is being conducted to determine the type, age and quantity of the cabling plant. Many buildings have cable that was installed over 15 years ago and will soon not support the speed and throughput of newer technologies such as video-conferencing, distance learning, and mass collaboration. This coupled with a continuing increase of ‘connected’ devices across the enterprise will push and possibly exceed current capacities. Additionally, as copper and fiber optic cabling ages, the

potential for unplanned outages and higher maintenance costs increases. Preparing to update and replace the network cabling (cable plant) infrastructure will become increasingly imperative over the next 1-3 years.

ENTERPRISE CALL CENTER MANAGEMENT

Pinellas County manages more than 500 Automated Call Distribution (ACD) phones across 40 customer/citizen call centers that handle over 1 million customer contacts (calls) from our citizens. New tools are needed to manage the call center workforce with a focus on quality management, efficient staffing, customer satisfaction surveys, and business intelligence. Call Center Management platforms provide the foundation and tracking capabilities for supporting enterprise-level Constituent Relationship Management (CRM) and County 311 capabilities (if desired). Pinellas Enterprise Call Center Management tools must support the new VoIP infrastructure and provide open interoperability with Business Intelligence.

COLLABORATION (UC, IM, VIDEO, WEBEX...)

County agencies are commonly looking for more ways to easily and seamlessly share information within agencies, inter-agency, externally with other counties, and interacting with citizens. Agencies are asking for more ways to engage with each other and citizens via the Internet. In addition, many agencies are looking to avoid travel and yield efficiencies by leveraging video conferencing and technologies. Analysis is underway to determine the most cost effective method of enabling capabilities and the development of a business case will need to be completed.

MICROSOFT PRODUCTS AND ENTERPRISE AGREEMENT

Microsoft Office and collaboration tools have become so foundational in day to day business and office productivity. After buying out of the Microsoft Enterprise Agreement (EA) several years ago the County has leveraged the currently owned versions of Microsoft applications and operating systems and augmented licensing as needed. In order to maintain vendor support and compatibility with other commercial-off-the-shelf products within the County, it is now time to reinvest and establish a new EA with Microsoft. A significant investment will be needed to establish a new EA. Options being explored include an on-premise upgrade and a Cloud solution (Office 365). Either of these options has the potential to reduce total cost of ownership if combined with other stakeholders that have existing EAs. Some additional strategies being considered with this Agreement are end-point protection, virtualization, mobility, increased SharePoint functionality, email compliance, operating system licensing compliance, and video conferencing. If funding is approved, all options will be considered to maximize the benefit and value to the County.

VIRTUALIZATION (SERVER, VDI, APPS...)

Virtualization and consolidation will continue to be key strategies to increase efficiencies and reduce costs. An effort will be underway to evaluate tools that will be able to quickly provision and deploy systems and lay the foundation for Platform as a Service (PaaS). In addition, increased virtualization will make Disaster Recovery for those systems more efficient and cost effective.

New trends in mobility will also make Desktop Virtualization (VDI) and Application Virtualization a top priority to deliver applications with less dependency on device compatibility and help support a “work from anywhere” culture. The new Emergency Operations Center will rely on VDI for desktop delivery. Other projects such as Enterprise Asset Management and GIS may have a need for Application Virtualization. Our current VDI and Application Virtualization products will be evaluated for what best fits the County’s needs going forward.

TAPELESS BACKUP

Having efficient electronic access to data is becoming a need due to the increasing Business demand to backup and restore larger quantities of data. Speed, reliability, and security have become major factors to consider. Technologies such as snapshots, de-duplication, and replication are making backups to a Co-location or the Cloud a more feasible option when compared to the labor intensive tape backup solutions. Analysis is currently being done to compare a tape strategy with Co-location and Cloud options.

SECURITY TECHNOLOGIES

Complimenting the business strategy of “Enhancing Security Oversight & Awareness” is the need to invest in security technologies that will reduce risk and guarantee confidentiality, integrity and availability. BTS will invest in vulnerability management software to capture and quantify risk from a vulnerability standpoint. Additionally, increasing the visibility of malicious activity is a primary strategy for BTS. Investment in host based and network based intrusion detection as well as centralized logging and correlation is needed over the next year to provide BTS the ability to see the threats in real time and respond. The mobility, coloration, and “bring your own technology” trends create additional need to security tools such as Mobile Device Management that will allow the secure delivery of information and applications to various devices both County and non-County without increasing exposure and risk. Reducing potential risk and exposure internally by investing in data masking technologies is another effort underway this year. Masking Personally Identifiable Information (PII), Credit Cards, and other sensitive data in development and test instances is being investigated. Also in alignment with the 3rd party assessment, BTS is developing a strategy to segment the network to create access control boundaries between County agencies. This strategy reduces impact when or if a security breach occurs by limiting the affect of the breach to a single agency. Investment in powerful firewalls capable of providing this access control without unreasonably increasing the management burden is key to the success of this strategy.

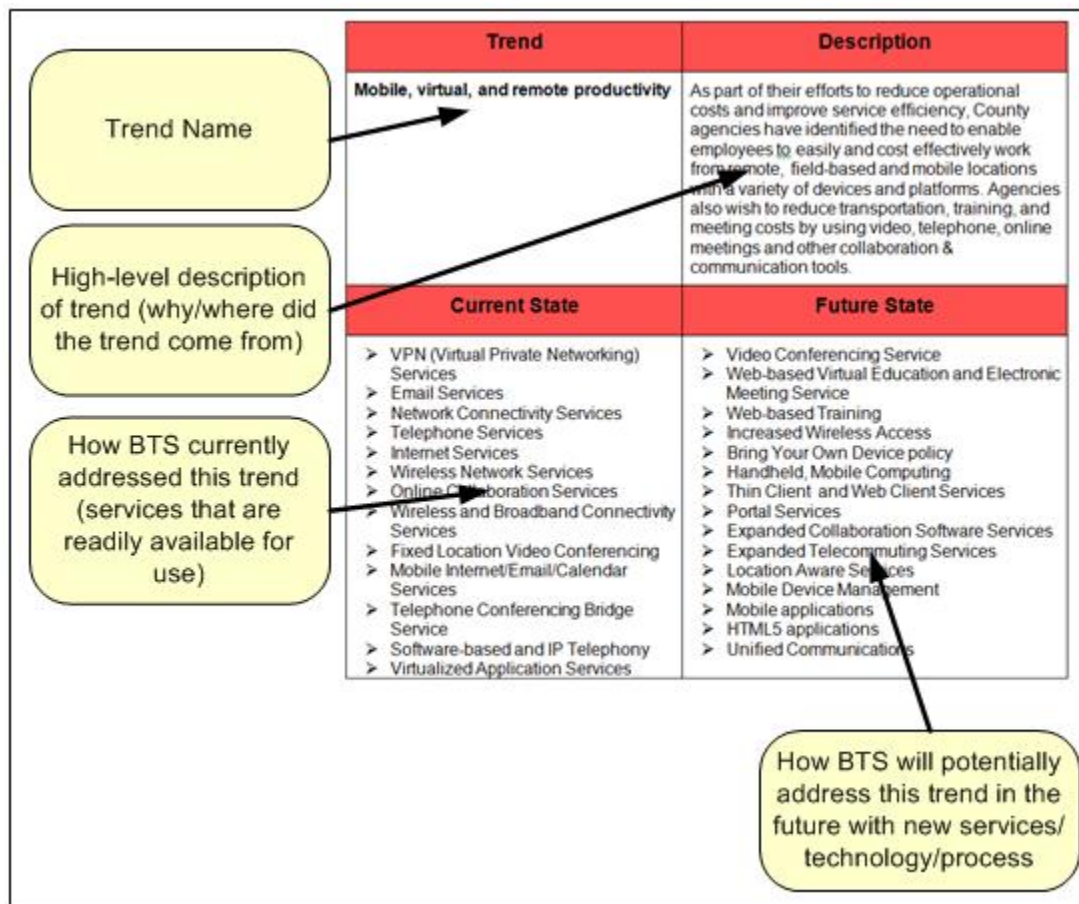
COMMON REQUIREMENTS TRENDS

Each year, Common Requirements gathering is done using BTS Business Relationship Managers (BRMs), via questionnaires and one-on-one interviews with our customers.

From these common requirements, BTS derives the future state and business strategies needed to achieve business goals for our customers. From the future state, BTS initiates the creation of processes, technologies, services, projects and programs to respond directly to customer needs.

Note that the future state is a guideline, or potential future state, that is not intended to be fully realized. Each future state item must be considered and justified via business case and/or customer approval. Steering committees such as the Justice Management Team, Oracle Business Applications Executive Committee (OBAEC), and the Technology Steering Cooperative will provide additional guidance on which future state items provide the most value to their represented interests. As future state items become implemented, standard BTS policies and procedures will be followed to ensure quality and fiscal responsibility.

How to read the “Common Requirements Trends”:



Trend	Description
Mobile, virtual, and remote productivity	As part of their efforts to reduce operational costs and improve service efficiency, County agencies have identified the need to enable employees to easily and cost effectively work from remote, field-based and mobile locations with a variety of devices and platforms. Agencies also wish to reduce transportation, training, and meeting costs by using video, telephone, online meetings and other collaboration & communication tools.
Current State	Future State
<ul style="list-style-type: none"> ➤ VPN (Virtual Private Networking) ➤ Mobile Internet/Email/Calendar ➤ Network Connectivity Services ➤ Telephone ➤ Internet ➤ Wireless Network ➤ Online Collaboration ➤ Wireless and Broadband Connectivity ➤ Fixed Location Video Conferencing ➤ Telephone Conferencing Bridge ➤ Software-based and IP Telephony ➤ Virtualized Application ➤ Web-based Virtual Education and Training ➤ Thin Client 	<ul style="list-style-type: none"> ➤ Expanded Video Conferencing Service and Electronic Meeting Service ➤ Expanded Web-based Virtual Education and Training ➤ Bring Your Own Device policy ➤ Handheld, Mobile Computing ➤ External Chat ➤ Expanded Thin Client and Web Client (web enabled applications) ➤ Portal Services ➤ Expanded Collaboration Software ➤ Expanded Telecommuting ➤ Location Aware Services ➤ Mobile Device Management ➤ Mobile applications including Data Collection ➤ HTML5 Applications ➤ Unified Communications

Trend	Description
Collaboration, sharing, and data integration	<p>County agencies are commonly looking for more ways to easily and seamlessly share information – within agencies, inter-agency, externally with other counties, and interacting with citizens. Agencies are asking for more ways to engage with each other and citizens via the Internet. Sharing information is called out as one of the most prolific trends across all agencies. Additionally, social networking is a common, worldwide trend where more citizens are interacting with each other via technology with an expectation that governments will follow suit.</p>
Current State	Future State
<ul style="list-style-type: none"> ➤ Email/Calendaring ➤ Website Hosting ➤ Network Connectivity ➤ Telephone ➤ Internet ➤ Wireless Network ➤ Collaboration Software ➤ File and Print ➤ Instant Messaging ➤ Web-based Information Subscription Services ➤ Extranet ➤ Web-based Survey Tools ➤ Telephone Conferencing Bridge ➤ Software-based and IP Telephony ➤ eTown Hall Meetings 	<ul style="list-style-type: none"> ➤ Expanded Video Conferencing ➤ Web-based Virtual Education and Electronic Meeting ➤ Enhanced Web-based Surveys ➤ Bring Your Own Device policy ➤ Unified Citizen Portal ➤ Application Integration ➤ Data Integration ➤ Enhanced mobile computing ➤ Web 2.0 Initiatives ➤ Online Community Subscribed Services (forums, newsgroups, mailing lists, wiki, blog, Twitter, social networking mash-ups) ➤ RSS/Atom Feeds ➤ Mash-up Application Services ➤ Portal Services ➤ Expanded Collaboration Software ➤ Location Aware Services ➤ Constituent Relationship Management ➤ Unified Communications ➤ Upgrade Office Productivity Suites

Trend	Description
Reduce Costs	Fiscal responsibility is a common priority and agencies need to balance budget constraints with the ability to deliver new services and maintain sustainability of existing services.
Current State	Future State
<ul style="list-style-type: none"> ➤ Technology Consolidation ➤ Server Virtualization ➤ Service Management ➤ Strategic Planning and Consulting ➤ Enterprise Architecture ➤ Identity Management ➤ Extensive Utilization of Web Environment to Citizens ➤ In-house PC Services, Leasing and Support, Remote Desktop Support ➤ IP Telephony and Stipend Program ➤ Application Virtualization ➤ Telephone Conferencing Bridge ➤ Metro-Ethernet ➤ Aerial Oblique Photographs for Property Appraisals ➤ Fixed Location Video Conferencing 	<ul style="list-style-type: none"> ➤ Cloud Services ➤ Expanded Video Conferencing (Internal/External) ➤ Web-based Virtual Education and Electronic Meeting Service ➤ Web-based Training ➤ Bring Your Own Device policy ➤ Rapid Application Development Tools ➤ Release Management ➤ Software License Compliance Management – Enterprise Service ➤ Technology Asset Management – Enterprise Service ➤ Identity-driven workflow and provisioning ➤ Service-Oriented Architecture ➤ Reusable/Modular/Object-Oriented Design and Development ➤ Expanded Utilization of Web ➤ Paperless initiative ➤ Technology Standardization ➤ Automated Vehicle Dispatch Routing

Trend	Description
Enterprise Content Management (ECM): Imaging, Document Management, Paperless Office	<p>County agencies and departments wish to replace traditional paper-driven processes with electronic equivalents. Electronic storage and retrieval may eliminate the need for expensive physical warehousing, record retention, and disposal. Electronic Filing (E-Filing) is a pending mandate coming from the state and other agencies where electronic interaction will be required to replace paper-based systems.</p>
Current State	Future State
<ul style="list-style-type: none"> ➤ Document Imaging ➤ Document Workflow ➤ Electronic/Desktop-based Fax ➤ Extensive Utilization of Internet, Intranet and Collaboration Software for Electronic Sharing of Information ➤ Electronic Timesheets and Payroll Remittance Advice ➤ Electronic/Desktop-based Fax ➤ E-Filing 	<ul style="list-style-type: none"> ➤ Expanded Document Imaging ➤ Expanded Document Workflow ➤ Image Heritage Village Archive/Collection for Public View ➤ Image Human Resources files ➤ Document Storage and Retention Policies Documentation Needed ➤ Electronic Availability of County Records to Citizens ➤ Enterprise Workflow Solutions and Business Process Management Tools ➤ Stored docs central repository ➤ Expanded Collaboration Software ➤ Digital Signatures

Trend	Description
Customer Self-Service / eGovernment	County agencies are asking for additional options to allow internal and external customers to help themselves to County services. Emphasis is on more citizen engagement mechanisms and transparency of all County services. Self-service web-based portals and new, expanded data access methods will allow anyone requiring services or information new ways to access those services. This may further reduce costs and aligns with pending legislation mandating electronic access to County information sources.
Current State	Future State
<ul style="list-style-type: none"> ➤ Internet Web Sites ➤ Public Records ➤ Self Service Payment Websites ➤ Interactive Voice Response Systems ➤ Payment kiosks ➤ Third-party Payment Providers (such as paying traffic tickets at Amscot) ➤ Internet Web Sites with extensive self-service capabilities for transactions, reservations, subscription services, video on-demand, mapping on-demand, automated request/feedback forms, access to data deeds, etc ➤ Outward-facing Web Services for Self-service Functionality for 3rd Party Usage ➤ Civic Issue Tracking\311 ➤ Call Recording and Callback 	<ul style="list-style-type: none"> ➤ Unified County Citizen Web Portal Integrating All Agencies' Services ➤ Expanded Outward-facing Web Services for Self-service Functionality for 3rd Party Usage ➤ Web 2.0 Initiatives and Online Community Services (forums, newsgroups, mailing lists, wiki, blog, Twitter, social networking mash-ups) ➤ Mash-up Applications ➤ Electronic Availability of County Records to Citizens ➤ Service Catalog ➤ Expanded Public Record View/Print ➤ Common Point-Of-Sale and Online Shopping Cart Services, PCI requirements, and ePay overhaul ➤ Constituent Relationship Management ➤ Expanded Civic Issue Tracking\311 ➤ Dynamic User Experience ➤ Expanded Call Recording and Callback

Trend	Description
Data mining, data analysis, and performance measurement	Information is our most valuable asset. Business Intelligence provides the tools and systems that play a key role in the strategic planning processes of an organization. New and better ways to interrogate and report information is required for better, faster business decisions.
Current State	Future State
<ul style="list-style-type: none"> ➤ Business Intelligence ➤ Data Marts ➤ Data Warehouse ➤ Dashboards ➤ Data Analysis Tools ➤ Report Writing ➤ Localized and Ad Hoc Web-based Analytics ➤ Localized and Ad Hoc Web-based Reporting (Application Specific) 	<ul style="list-style-type: none"> ➤ Predictive Analysis Tools ➤ Increased Utilization of Web Analytics to Support/Validate Paperless and Self-service Initiatives ➤ Expanded Ad-hoc Reporting Capabilities ➤ Data Catalog ➤ Expanded Dashboards ➤ Unstructured\Semi-structured Data Analysis Tools ➤ Data Collection and Aggregation ➤ Big Data

Trend	Description
Automation, workflow, and business process optimization	County agencies need new, better ways to improve work processes and increase efficiency. Business process analysis and automation of key processes are required.
Current State	Future State
<ul style="list-style-type: none"> ➤ Identity Management ➤ Process Improvement Program ➤ Workflow Solutions and Business Process Management Tools 	<ul style="list-style-type: none"> ➤ Business Process Analysis/Reengineering ➤ Business Process Management Systems ➤ Business Process Modeling ➤ Continual Service and Process Improvement Program ➤ Identity-driven workflow and provisioning of services ➤ Expand Workflow Solutions and Business Process Management Tools ➤ Improved Process Metrics-gathering and Reporting ➤ Digital Signatures ➤ Service Catalog

FUTURE STATE TECHNICAL ARCHITECTURE

The Enterprise Planning and Architecture Strategies (EPAS) process used by BTS creates architecture viewpoints. Architecture viewpoints are simplified perspectives and views of the composition of complex systems. EPAS recognizes four different architecture viewpoints:

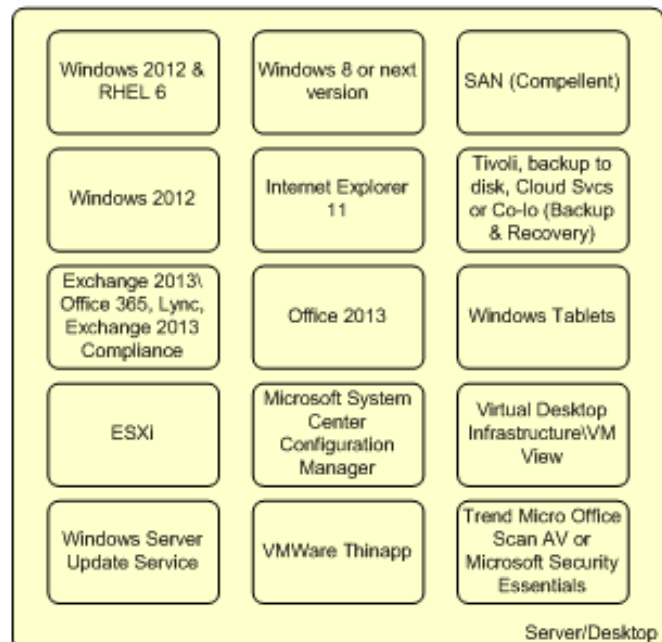
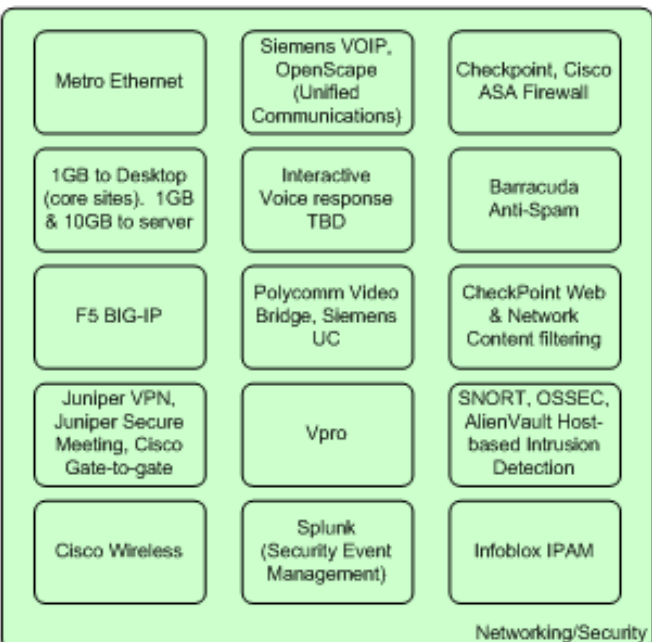
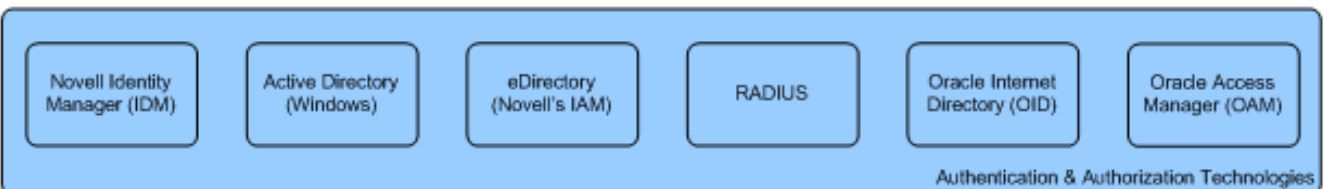
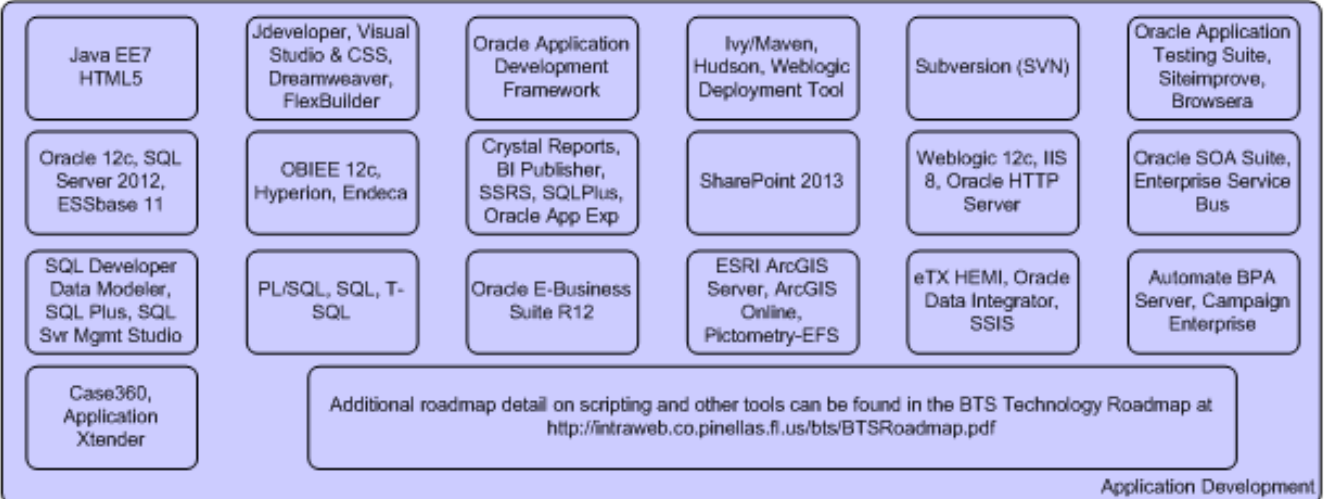
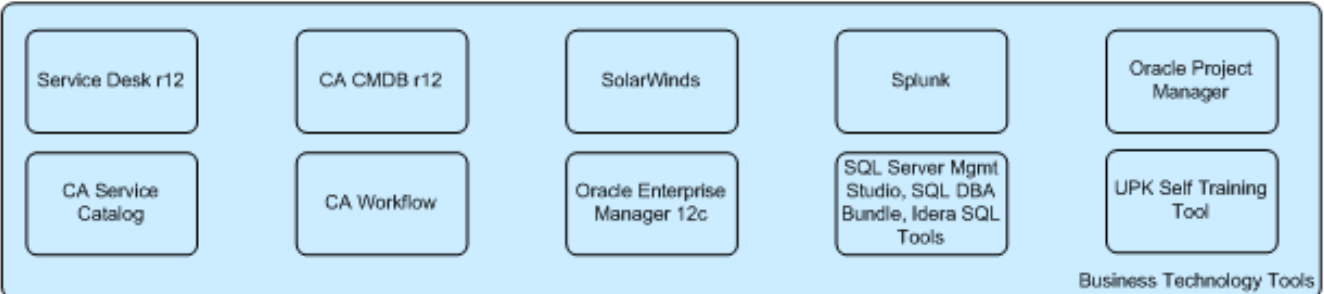
- **Business Architecture** – this viewpoint puts business processes in visual form to describe how the business process works with information and technology to deliver business capabilities. Example documents include business process swim lane diagrams, business and functional requirements documentation, organization charts, business units interaction diagrams and unified modeling language (UML) documentation.
- **Information Architecture** – defines information assets, the flow of information (origin and destination), and the composite views of information required for decision making. Example documents include information flow diagrams, entity-relationship modeling and diagrams (ERMs and ERDs), and unified modeling language (UML) documentation.
- **Technology Architecture** – defines standard technology products, configurations and services, and how they interoperate. Example documents include future state technical architecture, topology drawings, unified modeling language (UML) documentation, and configuration management database(s).
- **Solution Architecture** – this view considers where relevant subsets of business, information, and technology intersect with one another to describe the overall solution.

For the 2014 planning cycle, BTS developed an updated future state technical architecture one-page diagram to describe a high-level technical target state. This diagram provides guidance to various stakeholders, including staff participating in gap analysis, to develop a road map to the future state.

The diagrams on the proceeding pages are presented with two views. The first Technical Architecture view, titled “BTS Future State Technical Architecture (2-3 years Target)”, uses the technology product name with the vendor or manufacturer specific terminology. The second view, titled “BTS High-Level Future State Architecture (2-3 years Target)”, maps directly to the first view but uses the generic technology terminology to describe the type or intent of product.

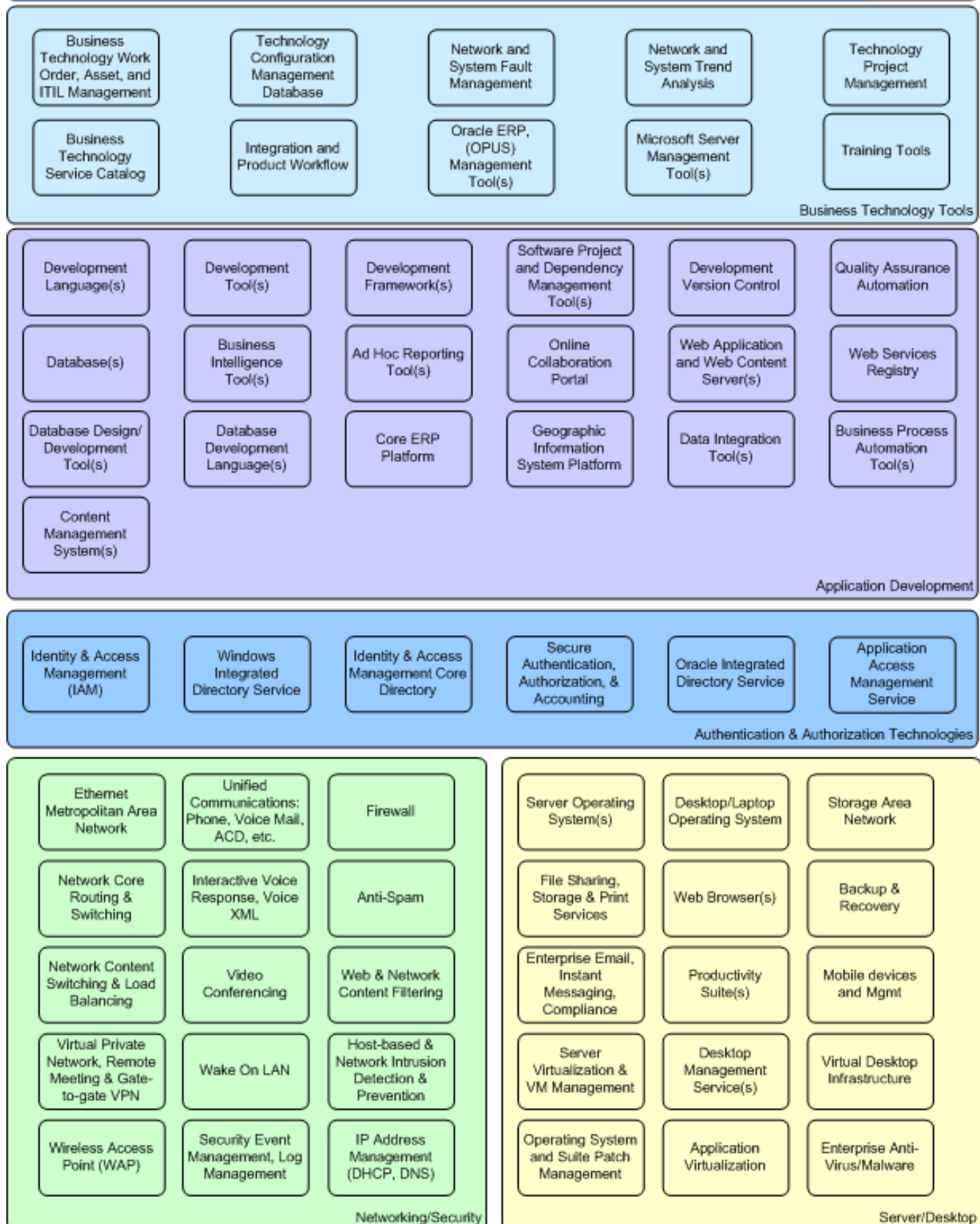
BTS Future State Technical Architecture (2-3 years Target)

March 27th, 2014



BTS High-Level Future State Architecture (2-3 years Target)

Friday, March 28, 2014



APPENDIX A: BTS TECHNOLOGY ROADMAP (EXAMPLE)

Full Roadmap found online: <http://intraweb.co.pinellas.fl.us/bts/pdf/bts-roadmap.pdf>

Legend

Invest / Deploy	
Maintain / Support	
Migrate / Eliminate	
End of Sustainability	

High Level Category	Technology Solution	2015				2016				2017				2018				2019				2020				2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Desktop/Laptop Operating System	Desktop	Win 7 32bit																											
		Win 7 64bit																											
		Win 8 or next version*																											
Mobile OS	iOS																												
	Android																												
Mobile Device Mgmt	TBD																												
Server OS	Windows	2008r2																											
		2012																											
	Linux	RHEL 5																											
		RHEL 6																											
Web Browser	Internet Explorer	IE 8								RHEL 7																			
		IE 11																											
Productivity Suite	MS Office	2007																											
		2013																											
Enterprise Email, IM, Compliance	Exchange	2007																											
		2013																											
	Instant Messaging	Comm2007																											
		Lync \ TBD																											
Server Virtualization	VMware	C2C																											
		TBD																											
	ESXi																												
Patch	Microsoft	WSUS																											

APPENDIX B: ENTERPRISE BUSINESS SERVICES

The BTS Board has promoted and approved the following set of Business Services aligned with the Cost Recovery model, thus far, to allow for transparent accounting of Enterprise and Customer Services provided by the BTS Department.

Service Name	Description
County Web	Internet/Intranet hosting. Internet domain management, availability monitoring & reporting. Internet, Intranet & Extranet contributor training, support & licensing; backup/archiving; search engines. Centralized publishing & file management. Enterprise SharePoint hosting. Extranet SharePoint management. Web forms/surveys. Streaming video infrastructure & support. Internet Public notice calendaring
Customer Support Center (CSC)	Includes incoming contacts, infrastructure monitoring, ticket creation, first level resolution or escalation, Incident tracking, tape management and loaner equipment services
EGIS Bureau	EGIS Service Bureau maintains EGIS data for Pinellas County
EGIS Technical	Includes In-house developed and COTS GIS applications, databases and associated hardware.
Enterprise Asset Management (EAM)	Includes In-house developed and COTS (Maximo and Agile Assets) applications, databases and associated hardware.
Email	Includes individual, group and facility Email and calendar accounts, Sunshine law compliance for archiving and retrieval and Business Continuity.
Justice	Serves the Pinellas portion of the 6th Judicial Circuit for the Criminal, Civil, Juvenile, Probate, and Traffic Courts.
Network	Includes Internet Access, Wide Area Network (WAN), Local Area Network (LAN), 100Mb at the port and Business Continuity
Oracle eBusiness	Includes Self Service, Human Resources, Payroll, Time Keeping, Benefits, Learning Management, Purchasing, Projects Costing, Budgeting, Performance Scorecard Reporting, Accounts Payables, Accounts Receivables, Fixed Assets, Bank Reconciliations, General Ledger, User Productivity Kit, Business Intelligence Enterprise Reporting

Service Name	Description
Business Intelligence	Includes OBIEE\Hyperion
Clerk Imaging	Includes document scanning, archival, retrieval, and workflow processing for Clerk's Probate, Official Records, Traffic, Accounting, and Criminal depts. Provides reporting services for the Financial Division. Provides public image retrieval for Probate, Traffic, and Official Records images
Infrastructure	Includes all hardware and OS software for Custom IT Services. Also includes all SAN storage and backup equipment for every BTS service
Personal Computing	PC Image creation, testing & maintenance for all PC models. Base software lifecycle management. Packaging of customer software for distribution. Maintenance of distribution software tools. Includes associated hardware.
Security	Includes Anti-Virus, anti-Spam, Firewall, Content filter, Identity Management, Directory services, Forensics, Risk assessments, Remote Access, PCI quarterly scans and Log Management
Telephone	Includes phones, phone numbers, voicemail, caller ID, call waiting, local and LD calling and Business Continuity

APPENDIX C: CUSTOM BUSINESS SERVICES

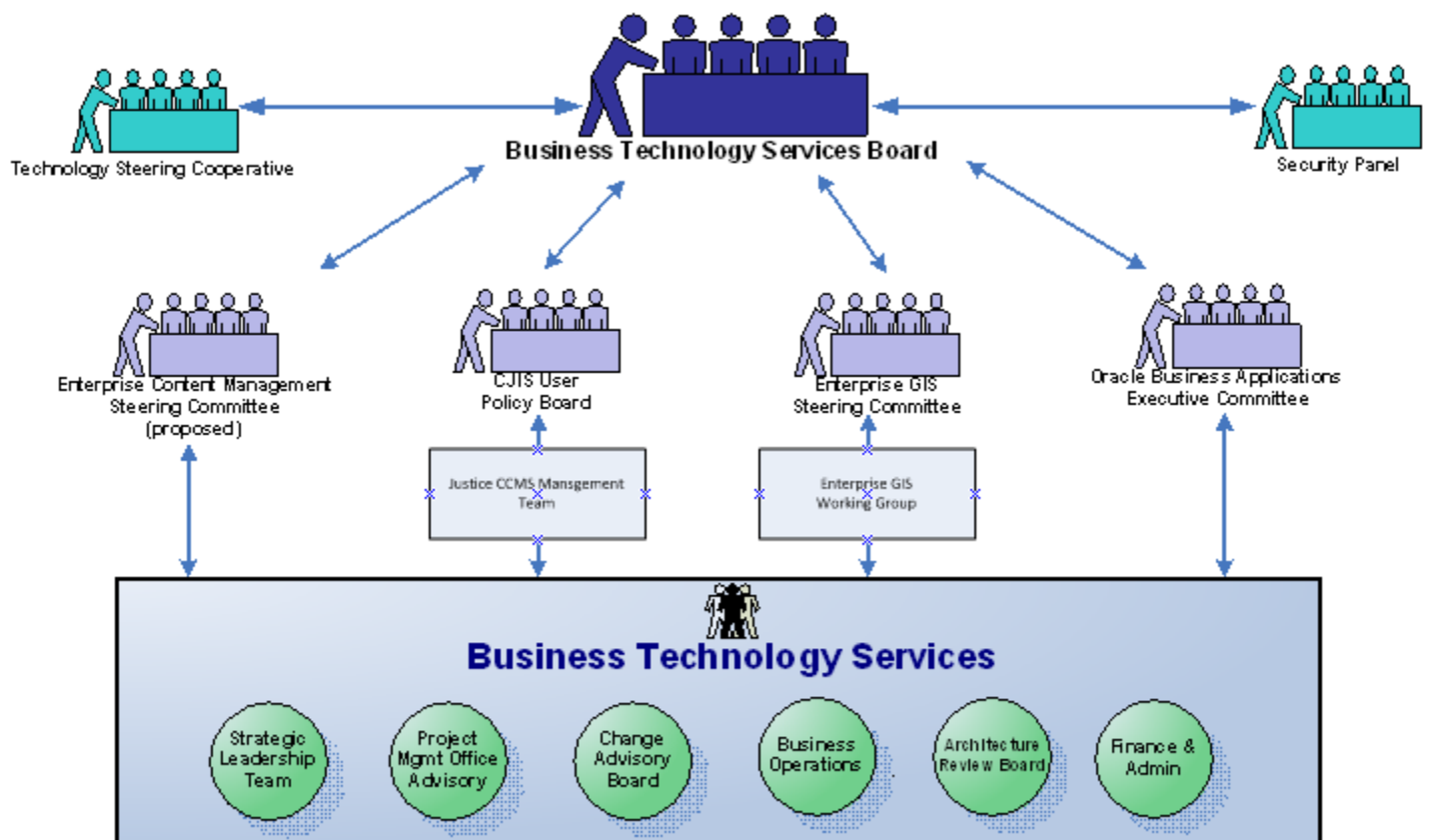
Service Name	Description
BCC Custom IT Service	Includes development and database labor support for In-house developed and COTS applications
DEI Custom IT Service	Includes IT field services and development and database labor support for In-house developed and COTS applications
Clerk Custom IT Service	Includes development and database labor support for In-house developed and COTS applications
Community Development	Includes development and database labor support for In-house developed and COTS applications
Courts Custom IT Service	Includes development and database labor support for In-house developed and COTS applications
JWB Custom IT Service	Includes IT field services and infrastructure labor support
MedExam Custom IT Service	Includes development and database labor support for In-house developed and COTS applications
SOE Custom IT Service	Includes IT field services, database, and infrastructure labor support
Sheriff Custom IT Service	Includes development and database labor support for In-house developed and COTS applications

Background

BTS is the champion for a formal, business-led Executive Leadership framework that ensures technology projects are business driven, collaborative, foster partnerships, and give guidance and communication around Business and Information Technology investments. The BTS Governance framework is designed to increase collaboration and partnerships between all stakeholders. Governance provides Senior County Executives with a formalized management structure that enables them to ensure that investments and the engagement of limited staffing resources are aligned with stakeholder business objectives. Governance encourages Executives to consider implications both vertically within their own domain and horizontally across the broader County organizational landscape to make the best possible investments on behalf of our citizens.

Pinellas County Governance Overview

The following diagram illustrates the overall BTS Governance framework and identifies the key Governance committees that have been established to date.



Guiding Principles
1. Enhance Business Value
2. Solution and Cost Optimization
3. Promote “One County” Partnership
4. Simplify and Reduce Complexity
5. Provide Secure and Available Business Solutions
6. Prefer COTS Over Custom Development (reuse, buy, then build)

ENHANCE BUSINESS VALUE

RATIONALE:

- Everything BTS does should be tied back to the business and provide business value by either solving a business problem or enhancing a business process.
- Through Business Relationship Management (BRM) BTS must proactively identify opportunities to add business value.
- BTS shouldn't have to be asked for solutions.

IMPLICATIONS:

- BTS projects and initiatives should be communicated in business terms.
- Functionality and requirements should be related back to business outcomes.
- BRM's should become a resource for gathering future business opportunities.

SOLUTION AND COST OPTIMIZATION

RATIONALE:

- BTS will gain credibility by always optimizing solutions to meet the requirements the most cost effective manner.

- The County and BTS budget will benefit in the long run when optimum solutions are selected.
- Requirements must be gathered and used to determine the optimum solution for particular business need.

IMPLICATIONS:

- BTS will partner with the customer to understand the business value of all solutions.
- All solutions should be selected based on business value and cost.
- BTS will select right solution, the right size, at the right cost for the business need.

PROMOTE “ONE COUNTY” PARTNERSHIP

RATIONALE:

- BTS is committed to the success of others and promotes this philosophy for all.
- Promote a “One County” holistic approach to service provision while respecting the autonomy of Constitutionals, Agencies, and the Courts.
- Autonomy at the local and state levels is necessary to facilitate the unique purpose of an Agency, Constitutional Officer or the Courts.
- A holistic approach promotes trust, collaboration and cooperation throughout the enterprise.
- This approach minimizes redundancy and complexity and simplifies citizen interaction with government.
- This approach is consistent with the BTS Board Interlocal Agreement.
- Be common when you can ... be different when you need to be.

IMPLICATIONS:

- It is essential that Constitutionals, Agencies and the Courts collaborate, participate and commit to the discipline and guiding principles of a Federated Governance Model.
- Regulatory compliance is a top priority.
- A holistic approach requires open and constant communication that may result in longer decision-making cycles that extend the implementation time for solutions.
- Consistency and commonality will allow for agility, minimizing integration complexity.
- Trust, communication and credibility are critical to success.
- Commit to the success of others.

ALL DECISIONS MUST BE FISCALLY RESPONSIBLE.

RATIONALE:

- Cost Recovery discipline must be applied to all BTS efforts.
- The Cost Allocation Method should be discarded for a model shaped from the current enterprise, in alignment with ITIL Finance Management best practices.
- Transparency of the cost of all investments and services provided is imperative.
- When stakeholders can clearly see the cost of services they can take a more active role in cost savings and make informed choices.
- All initiatives should be supported by a business case and if the solution or service is not aligned to the business, it should not be done.
- Negotiations around costs, efforts to reduce costs wherever possible, and the lowest prices for the best solutions are expected.
- Notional billing will allow for stakeholders to take advantage of common enterprise investments without additional cost and enable more equitable accounting for costs.

IMPLICATIONS:

- A BTS Finance sub-committee is established to report to the BTS Board and provide guidance and collaboration with BTS Finance staff.
- All BTS staff must diligently and accurately track all costs for investments and services provided.
- All BTS staff must be actively involved in budget, finance, and cost recovery processes with a focus on cost reduction and best pricing.
- Based on long-term viability and fiscal responsibility, specific projects may not be eligible to begin or continue to completion based on financial analysis.
- Business sponsorship involvement is required to identify and justify business value of new and ongoing investments and services.
- The expense of ongoing maintenance and technology refresh costs will be incorporated into the cost recovery model to guarantee budgetary funds are available.
- Combine and collaborate whenever possible to realize economy of scale savings.
- Legacy solutions and technology will be replaced when financially viable equivalents that may reduce total cost of ownership are available.

BALANCE QUALITY WITH SUSTAINABILITY.

RATIONALE:

- We must be the best we can afford to be while avoiding incurring additional ongoing cost, where possible, to avoid negatively impacting a sustainable future.
- Excellence is expected in everything BTS does.
- Excellence does not mean perfect.

- In the face of competition, BTS desires to distinguish itself and to be recognized by our customers as the Service Provider of Choice.
- Quality of workmanship in products and services is the distinguishing factor in business.
- The public expects more efficient and responsive government with quality services.
- Agencies demand quality, customer-centric service and business solutions.
- Quality encourages a favorable public image.

IMPLICATIONS:

- Accountability for excellence to ourselves and to our customers must be entrenched in our culture.
- Establish a culture of quality and continuous process improvement.
- Commit to the success of others.
- Internal and external cultural changes are required.
- The pursuit of excellence and the desire to be progressive comes with a price. All personnel must be responsible for effectively using resources and leveraging assets for achieving appropriate levels of competency.
- Don't let "perfection" get in the way of "better". – Roger Goodell

SIMPLIFY AND REDUCE COMPLEXITY.

RATIONALE:

- Reduction of unnecessary complexity or duplicity may make solutions easier to use, maintain, and support, potentially reducing costs.
- Easier to understand and communicate.
- Allows focus on core competencies.
- Provides consistency, stability, and helps improve continuity.
- Reduces unnecessary redundancy.

IMPLICATIONS:

- Combine what should be combined, separate what should be separated, and eliminate what can be eliminated.
- Simplicity requires the reduction or elimination of the unessential.
- Simplifying solutions must be balanced against purpose, goals, and functionality to ensure we deliver usability.
- Reduce abstract language, jargon, or wordiness internally and especially with customers.
- Internal and external cultural changes may be required.

- Focus on what is probable or likely, not all possibilities.
- Customize as a last resort.
- Retire legacy solutions when outdated or overly complex.
- Re-engineer and challenge the 'status quo' to reduce complexity and duplication of effort wherever it occurs throughout the County.

PROVIDE SECURE AND AVAILABLE BUSINESS SOLUTIONS

RATIONALE:

- Confidentiality, Integrity, and Availability (CIA) of information assets are vital security issues for the enterprise.
- Availability, responsiveness, and protection of mission-critical systems are to be embedded in all solutions.
- Continuity of business services and timely recovery of services are expected for all solutions.
- Customers expect more efficient and responsive government that is there when called upon for service - building trust through BTS responsiveness, reliability and agility.

IMPLICATIONS:

- BTS support and delivery foundation needs to be in place.
- A combination of processes and tools are needed.
- Internal and external collaboration is required.
- C.I.A., Continuity, and Recovery discipline must be embedded in all solutions as a forethought.
- Accurate and detailed Risk Management is required, with a comprehensive inventory of our assets.
- Disaster Recovery plans need to be fully developed, communicated, and funded.
- Business Continuity plans need to be defined and funded for all solutions.
- Operational redundancy needs to be in place and funded where required.
- This strategy can potentially involve more complex design and cost for redundancies - slowing down system upgrades and product deployments.
- All hardware and software systems require a defined "Maintenance Window".
- Change Management maturity is required to mitigate unnecessary risk to the production environment.

PREFER COTS OVER CUSTOM (REUSE, BUY, THEN BUILD).

RATIONALE:

- When planning a project or defining a solution: analyze reuse, then buy, then build.

- Analysis before reusing solutions or components must ensure that reuse is the best option, especially when options for reuse involve technologies or processes that no longer align with future state plans.
- This approach should minimize duplicity and complexity, enabling enterprise transparency and agility.
- Leverage commercial off the shelf (COTS) packages that incorporate industry standards and best practices.

IMPLICATIONS:

- Customize as a last resort.
- The Reuse option should be based upon sound analysis and require minimal customization. Plan for reuse as a forethought, not an afterthought.
- Reusing existing solutions or components should be considered for technologies or processes that are aligned with future state architectures, but reuse should not occur for solutions or components that are identified as outdated or costly to continue maintaining.
- Retire legacy solutions when outdated.
- This approach will exercise efficiencies, shorter time to market and fiscal responsibility.
- Preparation of a detailed business case will be provided as justification for an intended solution.
- BTS staff must become integration specialists, creating middleware options for connecting disparate systems.
- COTS applications must have API, web service, and/or other service-oriented architectures to allow interoperability and integration.
- The analysis required for building a solution is pre-empted if reuse or the buy options are viable.