

Clearwater, Florida
December 10, 2015

The Pinellas County Business Technology Services (BTS) Board met in regular session at 2:00 P.M. on this date in the County Commission Assembly Room, Pinellas County Courthouse, Clearwater, Florida, with the following members present:

Kenneth T. Welch, County Commissioner, Chairman
Pam Dubov, Property Appraiser, Vice-Chairman
Ken Burke, Clerk of the Circuit Court and Comptroller (Late Arrival)
Mark Gillette, representing Deborah B. Clark, Supervisor of Elections (Voting)
Bob Gualtieri, Sheriff
Charlie Justice, County Commissioner
Diane Nelson, Tax Collector
Don Nelson, representing Bernie McCabe, State Attorney (Non-Voting)
Chief Judge Anthony Rondolino, Sixth Judicial Circuit
Karen Williams Seel, County Commissioner (Late Arrival)
Craig Whisenhunt, representing Bob Dillinger, Public Defender (Non-Voting)

Not Present

Deborah C. Clark, Supervisor of Elections
Bob Dillinger, Public Defender
Bernie McCabe, State Attorney

Also Present

Don S. Crowell, Managing Assistant County Attorney
Martin Rose, Chief Information Officer, BTS
Jeff Rohrs, BTS Principal Enterprise Architect
Douglas Peat, BTS Director
Belinda Huggins, BTS Director
Tom Fredrick, BTS Director
Lynda Morrill, Manager Project Governance
Other BTS Department Staff
Christopher Bartlett, Deputy Clerk, Board Reporter

AGENDA

1. Call to Order (Chair, Commissioner Welch)
2. Designation of Voting Proxies (Chair, Commissioner Welch)
3. Approval of Meeting Minutes (Chair, Commissioner Welch)
BTS Board Meeting – August 20, 2015
4. Resource Planning and Gartner Symposium (Marty Rose, CIO)

5. Gartner Strategies (Jeff Rohrs, BTS Principal Enterprise Architect)
6. Service Delivery (Doug Peat, BTS Director)
7. Business Continuity (Belinda Huggins, BTS Director)
8. Business Intelligence (Tom Fredrick, BTS Director)
9. Major Projects (Lynda Morrill, Manager Project Governance)
10. BTS Board Chair and Vice Chair Nominations
11. Housekeeping – Proposed Start Time of Board meetings at 2:00 P.M.
12. Adjournment (Chair, Commissioner Welch)

CALL TO ORDER

Chairman Welch called the meeting to order at 2:00 P.M.

DESIGNATION OF VOTING PROXIES

Chairman Welch noted the three individuals in attendance representing the absent members and identified those who will be voting.

MINUTES OF AUGUST 20, 2015 MEETING – APPROVED

Upon presentation by Chairman Welch of the minutes of the BTS meeting of August 20, 2015, Ms. Nelson moved, seconded by Sheriff Gualtieri and carried, that the minutes be approved as submitted.

RESOURCE PLANNING AND GARTNER SYMPOSIUM

Referring to a PowerPoint presentation, a copy of which has been filed and made a part of the record, Mr. Rose indicated that resource planning includes consideration of work intake sources and practices, staffing, and strategies. He related that sources of BTS work include incidents, requests, and new projects stemming from the Customer Service Center (CSC) and the Business Relationship Managers; that New Work Portfolio Management is a newly implemented initiative that uses data-driven decisions and prioritizations to manage the over 200 work actions to be accomplished; and that ITIL process-based frameworks are utilized to oversee change, incident, and problem management.

Mr. Rose noted that there is a concern regarding shadow helpdesks, where customers often call their favorite developer for assistance rather than utilizing the CSC, which impedes the developer's workflow; and that customers must be encouraged to call the CSC or their Business Relationship Manager for assistance so as not to impede the skilled and costly resources needed for resource management.

Mr. Rose noted that BTS has staffed 90 to 95 percent of its budgeted hiring capacity; that balance amongst the staff remains important; and that Information Technology (IT) salaries continue to increase; whereupon, he provided a web article entitled *Robert Half Technology 2016 Salary Guide*, a copy of which has been filed and made a part of the record, and summarized its contents. In response to queries by Chairman Welch, he stated that turnover in BTS is not high and has been steady for six to nine months; that finding new talent is the real challenge; and that the highest increase noted in the article is for a Data Scientist which saw a salary increase of nine percent over the previous year.

Mr. Rose discussed the differences in IT hiring between the public and private sector, indicating that government salaries are nearly 35 percent lower than in the private sector; but that overall compensation becomes roughly equal when taking health and other benefits into account. He noted that a high level of competition exists with other counties and municipalities; that salary stagnation from the recent recession must still be overcome; and that some critical needs remain that could require higher salaries in order to fill those positions.

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Commissioner Seel entered the meeting at 2:11 P.M.

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Referring to the presentation, Mr. Rose provided additional background information regarding the following strategies for resource planning:

- Manage new work smarter
- Focus on recruitment and retention
- Train internal staff
- Increase use of vendor services
- Increase staff contractor usage
- Adopt more cloud solutions

- Shift level two support to the Customer Service Center
- Adopt a capacity-first model

Mr. Rose reviewed the five levels of service indicating that Level 0, automated support, and Levels 1, basic support and troubleshooting, and 2, desktop/mobile support, are less expensive to provide than Level 3 and 4 support which involve engineering and design tasks that require higher skill sets. He noted that Level 2 support should be provided at the CSC where current staff has the proper skill sets to ensure success; and that this shift will allow Level 3 support to focus more on design builds with less need to respond to incidents.

Responding to queries by the members, Mr. Rose stated that there will be a need to move six to eight employees into the CSC from other areas; that six months will be needed to provide them training for the applications; and that frequent customer requests will be identified so that they are routed properly to the CSC. After further discussion, Chairman Welch indicated that the Board supports moving forward in the direction outlined by Mr. Rose.

GARTNER STRATEGIES

Mr. Rose provided an overview of the Gartner Symposium held in Orlando in October 2015 and related that Gartner is a trusted consultant for BTS that tracks over 1,300 technologies in 90 countries; that the Symposium is the largest of its kind, attracting over 25,000 Chief Information Officers and IT executives from around the world; and that several BTS staff members attended the conference to learn about global IT strategies and topics that influence the County's priorities.

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Mr. Burke entered the meeting at 2:27 P.M.

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Discussion ensued, and Mr. Rose extended an invitation to all Board members to attend Gartner's 2016 Symposium; whereupon, he introduced Enterprise Architect Jeff Rohrs and invited him to come forward and review the insights gathered at the symposium and how they might be applied as BTS moves forward.

Algorithms: Mr. Rohrs stated that while algorithms are currently being utilized in analytics, there will be a focus to consider analytics at the beginning of each project to help identify what data types are available and what types of analytics can be driven from it; and that this should result in

more dashboards, support cards, and self-service solutions. Responding to queries by Chairman Welch, he indicated that Business Intelligence is utilized by only a few departments who have expressed a particular need; and that utilization will expand as new projects come to light.

Cloud Brokering: Mr. Rohrs indicated that the IT industry recognizes cloud technology as the key platform of future development; that cloud brokering will ensure that each cloud solution includes the security and data protection appropriate for each project; and that BTS will consider the architecture and how it will connect with the County's legacy systems as part of its constant evaluation of cloud technologies.

Security: Mr. Rohrs noted that data security will be driven by algorithms and machine learning; and that the County generates around 80 gigabytes a day of security log data making automation a necessity. Mr. Burke related that after implementing Odyssey, security concerns were identified and tracked to deficiencies in the software, and queried whether BTS has a plan to better scrutinize security concerns before the software is purchased. In response, Mr. Rohrs stated that forensics are completed at the time of procurement; that many issues are found only after the software is brought in-house; and that better protocols for a more rigorous security check during pre-production would ensure security of a product before it is released, and Mr. Burke concurred.

In response to queries by Ms. Dubov, Mr. Rohrs related that while there is reason to be cautious, transitioning data to the cloud will take advantage of advanced security; that many cloud service providers exceed the level of security found within many organizations; and that major breaches in data that are occurring today are mostly unrelated to cloud storage; whereupon, Mr. Rose noted that the County will transition its data to a Microsoft cloud solution developed exclusively for government use; and that the data will remain separate from Microsoft's cloud solutions for the private sector.

Referring to the presentation, Mr. Rohrs provided background information on Bi-Modal IT and mobility. Responding to comments and queries by Mr. Burke, he stated that mobility requirements should be identified as part of evaluating new software purchases; and that opportunities exist where current in-house solutions could be augmented with mobility enhancements. Mr. Rose stated that Odyssey is not conducive to mobility, as it relies on an older API framework; and that it is unknown if the 2016 release will improve its infrastructure in that regard; whereupon, Mr. Rohrs discussed Gartner's predictions pertaining to the state of the industry through the year 2020.

SERVICE DELIVERY

Infrastructure Services Director Douglas Peat discussed the Sterling/Baldrige Criteria for Organizational Performance Excellence and use of the balanced scorecard methodology by BTS,

relating that the department utilizes five key metrics: finance, service delivery, project governance, talent, and customer service; and that a scorecard of those metrics is reviewed on a monthly basis. Responding to queries by Chairman Welch, he noted that current metrics track internal goals; and that comparing BTS results to other high performing organizations began a year ago using the criteria.

Referring to the presentation, Mr. Peat indicated that the number of support incidents was reduced by 25 percent in 2015 when compared to the previous year; that the average downtime per month dropped from 6 hours in 2014 to 1.8 hours in 2015; and that maintaining awareness of the goals has helped the team take ownership and ensure positive results. In response to queries by the members, he indicated, with input by BTS Analyst Fred Tucker, that the numbers of reported and resolved incidents should be similar to each other; that future incident reports will provide a breakdown of Tier 1, Tier 2, and Tier 3 incidents; and that similar peak months year-to-year are likely a coincidence but could be researched in more detail.

Concluding his presentation, Mr. Peat related that customer surveys convey a satisfaction rate over 97.6 percent for the third consecutive year; whereupon, Chairman Welch noted the outstanding satisfaction rate and thanked him for his presentation.

BUSINESS CONTINUITY

Belinda Huggins, Director of Applications Services and Support, discussed the importance of developing a countywide business continuity plan in preparation for future disruptive events. She reviewed the necessary components of each phase of the plan and related that all County departments will need to work together with BTS to identify ways to effectively resume IT assets and restore each business operation; and that BTS Program Manager Nancy Sherman has been selected to move the project forward and will soon be meeting with each County department to document what is needed.

Ms. Huggins related that input from emergency and facility management teams is needed; that the business impact analysis completed five years ago must be updated; and that a gap analysis will be conducted to assess each department's day-to-day operations and identify what would be needed for recovery.

Responding to queries by the Board, Ms. Huggins indicated that an equivalent of the backup procedures used with the old mainframe does not exist for the current systems; that a summary of the current situation is being finalized and will be sent to the members upon completion; that the Justice system hardware is currently located in the Courthouse basement but will be migrated to

the Public Safety Complex (PSC); and that there is backup at the Emergency Responders Building (ERB). Mr. Rose indicated that there is tertiary backup in the cloud; and that PSC and ERB storage represents best practice due to the newly built infrastructure and the money invested.

In response to query by Ms. Nelson, Mr. Rohrs indicated that the key issue is having the ability to restore from the backup in a timely matter; that there are 18 critical applications that can be restored in a short period of time; and that some applications that are backed up have no hardware available for restoration. He indicated that the state of all applications will be assessed as part of the gap assessment.

Ms. Dubov indicated that establishing a plan to address this concern is critical for the County; that there is a need to have an out-of-county location to restore operations should a major catastrophe happen in Pinellas; that funding cuts and changes in technology over the past five years have created the problem; and that a great deal of money will be required to address it; whereupon, Chairman Welch suggested that a workshop be scheduled to address the topic.

Mr. Burke stated that in addition to addressing a major catastrophe, he would appreciate, as part of the workshop, a discussion that involves handling isolated service disruptions; that there is a greater expectation to immediately restore service when other areas of the county are operating normally; and that understanding how other organizations have handled such situations will ensure the highest level of action by the County; and Mr. Rose concurred.

BUSINESS INTELLIGENCE

Tom Fredrick, Director of Emerging Technologies and Application Development, discussed Business Intelligence (BI) projects created for the Payroll Department and the Office of Management and Budget, as well as the Spending in the Sunshine website project which was completed for the Clerk's office. Mr. Burke noted that all Clerk and County Commission financial transactions are provided openly to the public; that the financial data on the website is up to date as of the previous day; and that use of the website has greatly reduced the efforts needed within the Clerk's office to process public records requests, vendor queries, and questions from other County departments.

Mr. Fredrick noted that hiring permanent BI staff remains a challenge mainly due to the high salary demands of the positions; that the County currently employs one full-time professional and three contractors who provide both daily operational and project design support; that, ideally, a handful of internal staff would handle daily operations and contractors would only work on major projects;

and that one additional position for a Data Scientist is in active recruitment and is included in the current budget.

Mr. Fredrick related that the following efforts are underway:

- Four current BTS employees are being trained in BI and will be up to speed in nine to twelve months.
- The Purchasing Department is scheduled to go through internal training sessions in January, followed by the Clerk's Office in February or March.
- Gautham Sampath, a former BTS employee, current contractor, and worldwide leader in BI, has been essential in helping to establish BI in the County and will continue to provide guidance on new projects and new requests that are received.
- A two-year vision statement for BI is being completed through collaboration with the other departments.

Mr. Burke indicated that gathering information in itself is not very effective; that the motivation is to utilize the data to make the organization more effective; and that the Sheriff has created a mobile app that demonstrates that type of change; whereupon, Sheriff Gualtieri related that mobile apps were created in-house to provide dispatch, location, and other information to law enforcement officers, resulting in greater safeties and efficiencies for his department; and that the apps have been shared with all law enforcement agencies within Pinellas County, enhancing their overall effectiveness.

Thereupon, Chairman Welch thanked the members for their questions and input, and thanked Mr. Fredrick for his presentation.

MAJOR PROJECTS

Manager of Project Governance Lynda Morrill provided updates on the following ongoing major projects:

- Public Safety Complex, Phase II: Application migration is 35 percent complete. Enterprise GIS will begin in December and Justice will start in the fourth quarter of the fiscal year.
- Enterprise Asset Management: The agreement with Timmons has been terminated. Azteca System's CityWorks platform has been purchased, and a Statement of Work is being developed.

- Agenda Automation: Agendas are being created and meetings are being recorded with the new software. The public-facing website, iLegislate voting, and data migration are scheduled for launch in early 2016.
- Microsoft Enterprise Cloud Suite: Vology has been hired as implementer and has been on site. Initial focus will involve a phased rollout of Microsoft Office 2013 and mail in the cloud.
- Laboratory Management System: A forensic system and its requirements have been finalized and the customer has selected the vendor it would like to work with.
- Accela Workflow Automation: The name has changed to Accela Civic Platform and expectations are to kick-off the project in March 2016.
- Tax Collector OPUS Implementation: This will go live in January 2016 with a target of August 2016 for the payroll system.
- CCMS – E-Filing, Case 360: The Case 360 project is ongoing with an anticipated completion date set for June 2016. The E-Filing project is near completion and should close by the end of December 2015.

BTS BOARD CHAIR AND VICE CHAIR NOMINATIONS

Ms. Nelson moved, seconded by Mr. Burke and carried unanimously, that Commissioner Welch be reappointed Chairman, and Ms. Dubov agreed to continue as Vice-Chairman for 2016.

HOUSEKEEPING – PROPOSED START TIME OF BOARD MEETINGS AT 2:00 P.M.

Following input by Mr. Burke and Attorney Crowell, Chairman Welch indicated that future meetings will start at 2:00 P.M.

Attorney Crowell stated that the BTS Board sits, and its meetings are held, in the Sunshine; that a specific statutory exemption from Sunshine Law requirements exists for security meetings; and that the current meeting must be adjourned before moving into a separate security meeting which will be closed to the public.

December 10, 2015

Responding to query by Ms. Dubov, Attorney Crowell stated that County Administrator Mark Woodard is no longer a member of the BTS Board; and that any Sunshine Law prohibitions against members discussing matters with Mr. Woodard are no longer in effect.

ADJOURNMENT

The meeting was adjourned at 3:55 P.M.