

Clearwater, Florida
March 2, 2016

The Pinellas County Business Technology Services (BTS) Board held a Business Continuity Workshop at 9:02 A.M. on this date in the Clerk's Fourth Floor Conference 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
Deborah B. Clark, Supervisor of Elections
Charlie Justice, County Commissioner
Bernie McCabe, State Attorney
Diane Nelson, Tax Collector
Chief Judge Anthony Rondolino, Sixth Judicial Circuit
Karen Williams Seel, County Commissioner

Representatives Present

Carlo Basta, Public Defender's Office, Representing Public
Defender Bob Dillinger
Jason Malpass, Pinellas County Sheriff's Office, Representing
Sheriff Bob Gualtieri

Not Present

Bob Dillinger, Public Defender
Bob Gualtieri, Sheriff

Also Present

Martin Rose, Chief Information Officer, BTS
Don S. Crowell, Managing Assistant County Attorney
Belinda Huggins, Applications Support Director, BTS
Jeff Rohrs, Principal Enterprise Architect, BTS
Nancy Sherman, Business Continuity Manager, BTS
Other Interested Individuals
Jenny Masinovsky, Board Reporter, Deputy Clerk
(Minutes by Helen Groves)

AGENDA

1. Call to Order (Chairman)
2. Business Continuity (BTS)
3. Adjournment (Chairman)

CALL TO ORDER

Chairman Welch called the meeting to order at 9:02 A.M. He indicated that the workshop is in lieu of the regular meeting; that there are not any action items today, but he would like to gain a consensus on the gaps that exist in relation to business continuity and how to move forward to address them; and that he anticipates holding at least a second meeting on the topic.

BUSINESS CONTINUITY

Mr. Rose began a PowerPoint Presentation titled *Business Continuity, BTS Board Workshop, March 2, 2016*, which has been filed and made a part of the record. Noting that his department is partnering with Emergency Management, Mr. Rose indicated that business continuity management is one of his top priorities this year; that a new Business Continuity Management position was created in October of last year, and Ms. Sherman was hired; that the 2010 Business Continuity Plan is currently being updated; and that BTS has held interviews with over half of the departments it services to determine their needs, and the remaining departments will be visited.

Mr. Rose defined business continuity as a process to minimize the impact of a major disruption to normal operations, to enable restoration of critical assets, and to restore normalcy as soon as possible after a crisis; and indicated that, from a BTS perspective, it means recovering systems used by County Departments, including the main data center, user access, facilities, and the over 200 applications BTS supports.

PINELLAS COUNTY EMERGENCY MANAGEMENT BUSINESS CONTINUITY PLAN

Ms. Sherman discussed changes that have occurred since the 2010 Business Continuity Plan was created, and indicated that the information being gathered through the meetings with the different departments is allowing BTS to have an understanding of what would be needed in case an event occurs. She defined the current Business Continuity Plan objectives as follows:

- Ensure the basic computer infrastructure is in place to allow for continued operation of necessary services.
- Assist Appointing Authorities in implementing the telecommute policy currently in place in order to establish Virtual Private Network (VPN) connectivity.
- Develop and maintain a Disaster Recovery (DR) Plan.

In response to query by the Chairman, Ms. Sherman defined VPN connectivity as the method used to remote into the County network and access the critical systems, noting that a certificate is required for the user.

Ms. Sherman discussed the basic infrastructure the departments are telling BTS they need, including Internet and VPN connectivity, Email, and File/Print. She indicated that items the departments are requesting that were not included on the 2010 list shown on Page 7 of the presentation are telephones and radios, and discussion ensued wherein Ms. Nelson commented that cell phones would allow texting as a way of communication during a disaster. Ms. Sherman indicated that over 900 cell phones have been requested, including 90 by the Supervisor of Elections. In response to query by Chairman Welch, she discussed the County's stipend for cell phones, noting that per the updated Business Continuity Plan, in order to be prepared for a disaster, the County may be responsible for providing Wi-Fi and cell phones so employees can hook up their laptops and VPN from a remote site; whereupon, Mr. Rose related that, at this time, the County does not stock cell phones, and discussion ensued.

Ms. Dubov related that the Property Appraiser's Office does not use the County's stipend plan to supply her workers with cell phones; and in response to her queries, Attorney Crowell indicated that when the County's stipend for cell phones is accepted, the records pertaining to public business are public, and commented on the retention of public records.

Chairman Welch requested that Attorney Crowell send the members an informational sheet advising the procedure to follow for cell phones being employed for both personal use and to conduct public business relative to the public record and the retention thereof, noting that the Commissioners have just received a request for their personal text messages from the Tampa Bay Times. Ms. Dubov requested that BTS provide instructions on how to extract business-related records from a personal device so the records can be preserved and made accessible; whereupon, Chairman Welch asked that an Action List be started for items coming from today's meeting, with Ms. Dubov's request being the first item.

In response to query by Mr. Thomas, Ms. Sherman indicated that Emergency Management has a list of satellite phones in various County departments, which is being validated; whereupon, Mr. Rose stated that BTS does not support any satellite functions. Mr. Malpass related that the County is maintaining 10,000 radios in the field for first responders, noting that the radios have texting abilities, and in response to query by Commissioner Seel, explained how the radios connect; whereupon, Attorney Crowell advised that the texts by radio pertaining to public business are public records, and technical solutions for preserving the records are necessary.

Ms. Sherman discussed restoration should a disaster occur, and indicated that the foundation of restoration consists of four departments: BTS for technology; Emergency Management for coordination and communication; Fleet for fuel and vehicles; and Real Estate Management for restoring buildings and finding homes for the departments that are displaced.

In response to queries by Chairman Welch and Commissioner Seel, Emergency Management Director Sally Bishop indicated that restoration would be event specific; that there are only three County Buildings that could be expected to survive a Category 5 hurricane: the Emergency Response Building located at Public Works, the new Public Safety Campus on Ulmerton Road, and the Supervisor of Elections building; that a few other buildings have been hardened, including EMS and Fire, the Medical Examiner's Building, and Animal Services; and that the schools are built to the current building code, which is basically Category 3, even the ones that have been designated as shelters; whereupon, Ms. Clark indicated that in an emergency situation, the Supervisor of Elections building, which is a County building, would be allocated to current needs.

GRAY SKY EVENTS (REGIONAL DISASTERS)

Continuing with the presentation, Ms. Huggins discussed Gray Sky events, defining such an event as a regional disaster such as a hurricane, tornado, tropical depression, or a flood that affects a vast majority of County facilities, users, and citizens. She discussed assumptions that have been made regarding a Gray Sky event for the Data Center facilities:

- The Public Safety Campus will survive with Data Center intact, which can power the BTS infrastructure and sustain staff operations, and Internet access will be available.
- The Emergency Response Building will survive with Data Center intact, although there will be historical flooding access issues.
- The Data Center at 315 Court Street will be impacted by flooding.

During discussion and in response to queries by Mr. Malpass regarding flooding issues at the Emergency Response Building, Ms. Bishop indicated that some unexpected flooding occurred in the parking lot, and the creek has been cleaned and the problem corrected. In response to queries by Mr. Burke regarding Internet access, Mr. Rohrs indicated that it is assumed there would be Internet access as long as the carriers, Bright House and Time Warner, remain up; that BTS has been talking with Emergency Management about using satellites as a backup; and that he is trying to get the County on the priority restoration list, noting that only the Sheriff and Emergency Medical Services are currently on the list. In response to query by Chairman Welch, he confirmed that Hillsborough and Pasco County Governments are on the priority list; whereupon, Mr. Rose indicated that having Internet access is a rather safe assumption, as carriers are putting their infrastructure underground, noting that there is a cost involved in getting on the priority list.

Ms. Huggins indicated that in a Gray Sky event, BTS would be operating with minimal staff and would focus on restoring the core infrastructure and applications and on setting up telephones, workstations, and printers at designated work locations. In response to query by Chairman Welch,

Ms. Huggins indicated that the County Courthouse building would be inaccessible in a state of emergency, and stressed the importance of moving BTS to the Public Safety Campus.

Ms. Huggins discussed County user assumptions, and indicated that in addition to the three Data Center Facilities, staff would work from home and at designated DR sites (Network-in-a-Box), noting the importance of everyone knowing where to go before an emergency occurs; whereupon, Mr. Basta suggested asking the state to provide equipment that would be needed during a hurricane, such as Network-in-a-Box systems. Ms. Huggins reviewed the systems in which the user would have remote access (listed on Page 15 of the presentation) and the current Gray Sky core infrastructure moves to the Public Safety Campus (shown on Pages 16, 17, and 18).

In response to queries by Chairman Welch, Ms. Sherman, with input by Ms. Huggins and Mr. Rose, indicated that the restoration plan calls for BTS to go to the Data Centers to run the priority systems; that BTS currently has 7 to 10 slots at the Emergency Response Building and 25 to 30 temporary slots at the Public Safety Campus; and that BTS is in the process of migrating the hardware and connectivity at Animal Services and Building Services so it will be able to staff and run the systems.

In response to queries by Ms. Dubov regarding why BTS has not been relocated to the Public Safety Campus, Ms. Bishop indicated that everyone is currently focused on the infrastructure backbone, such as fiber optic connections to County operations, and assessing whether/where tents would need to be set up so BTS and Network-in-a-Box systems could be brought in; whereupon, Mr. Rose stated that BTS, the foundation of the system, could not wait for tents to be erected before staff begins work; and that he is recommending that BTS have a hardened facility.

Mr. McCabe reiterated that when the Public Safety Campus was being planned, everyone was told that all computer operations would be moved there, and having BTS located in the basement at the Clearwater Campus would no longer be of concern, and Chairman Welch and Commissioners Justice and Seel concurred. In response to their queries, Mr. Rose indicated that while it would be best for BTS to be located at the Public Safety Campus, he has been informed by Real Estate Management that there is no space available for them, and discussion ensued. Mr. McCabe expressed his concerns; whereupon, Chairman Welch agreed that he and the other Commissioners on the BTS Board would investigate the matter. He requested that Mr. Rose put in writing the specific needs to be met before the department could run the system in the event of an emergency, including a business case for an Operations Center in a hardened facility with fixed units.

Mr. Malpass, at the request of Commissioner Seel, stated that he would find out why there is no room for BTS, noting that the discussion regarding full occupied space has not occurred; that classrooms were designed with the capacity to hold 188 people; that some storage rooms might be

repurposed; and that there is probably space available to BTS for emergency responses on a short-term, hoteling-type basis; whereupon, Mr. Rose stated that technology is no longer an insignificant and unimportant part of the County operations and reiterated that an Operations Center for BTS in a hardened facility with fixed units is necessary.

Following discussion and at the suggestion of Mr. Burke, the Chairman indicated that there is consensus to hold the next BTS meeting at the Public Safety Campus, and no objections were noted; whereupon, in response to queries by Mr. Burke, Mr. Rose discussed the timeline for transferring systems out of the basement of the Annex and why some of the current systems are not shown on the chart as having been moved.

Ms. Huggins discussed the Gray Sky risks as indicated on Page 19 of the presentation, noting that BTS is in the process of assessing and mitigating the risks.

Gray Sky Recommendations

- BTS needs a hardened space to operate recovery services and a command center for up to 50 staff

Ms. Clark suggested that the recommendation be granted on a full-time, on-going basis. She stated that the Supervisor of Elections building has permanent space available that BTS could have, but she would support BTS staff moving to the Public Safety Campus if that is the best option; whereupon, Mr. McCabe cautioned that the Election Center is in a flood zone.

Following discussion, Chairman Welch indicated that there is consensus to move the recommendation forward and for Mr. Rose to explore the options, and no objections were noted.

- BTS to obtain enough VPN connectivity licenses to support all County staff

Mr. Rose indicated that he would begin negotiations with the vendors, and no objections were noted.

- BTS to obtain and deploy Network-in-a-Box systems for remote DR sites

Mr. Rohrs indicated that in the event of a disaster in which it would be necessary to build tent communities to operate County Government, BTS would develop the capability and the toolboxes. Following discussion, Chairman Welch directed that Mr. Rose work with Emergency Management, research how many boxes would be needed, and report back to the Board, and no objections were noted.

- Phase One personnel should move to having laptops for easy transport of computing needs

In response to queries by Chairman Welch, Ms. Huggins indicated that this could be added as a budget item, and Mr. Rohrs stated that the recommendation is for all Phase One personnel, not just BTS staff, to transition from desktop computers to laptops; that it could possibly be budget neutral when the contracts are renewed; and that he would use the business relationship managers to communicate the change to the agencies.

BLUE SKY EVENTS

Mr. Rohrs indicated that a Blue Sky event is a smaller, isolated event that would damage some critical infrastructure and interfere with business continuity, for example a fire or flood in the Public Safety Campus or the Data Center at 315 Court Street or a remote business site. He indicated that some Blue Sky assumptions are:

- The Emergency Response Building is fully built out to support all systems needed.
- County employees can be relocated to another location or can work remotely.
- Remote site infrastructure would need to be procured if a site is impacted.

Mr. McCabe pointed out that the Court Street example would not be applicable, as BTS is moving everything out to the Public Safety Campus.

Mr. Rohrs discussed the three tier method used to determine how long it would take to become operational following a Blue Sky event, and in response to queries by Mr. Burke, provided specific information regarding the Oracle and Odyssey systems. Mr. Rohrs discussed the current list of priority applications (Pages 25 and 26 of the presentation), noting that the list was compiled from customers' requests during the interviews, and reviewed the estimated one-time cost to build out the infrastructure; whereupon, Ms. Nelson expressed concern with using the term "Partially Meets Objectives" and, at her suggestion, Mr. Rohrs agreed to show a percentage instead. In response to queries by the members, Mr. Rohrs, with input by Mr. Rose, indicated that the chart represents only the approximately 60 percent of agencies interviewed; that the one-time costs would cover about four to five years, and then a Cloud strategy would be evaluated; that the chart covers only BTS systems, and not the Constitutional Officers systems; that the backup and restoration for the Public Safety Campus and the Emergency Response Building will be done in-house and without a third party; that the County is in the middle of a migration from Iron Mountain, and most backups are transitioning to Amazon; and that the County is outsourcing data, but the applications to run the data are located in the Emergency Response Building.

Ms. Dubov referenced the Geographic Information System (GIS) and indicated that she is assuming that the group, as a body, is doing what is necessary for the GIS platform; whereupon, during discussion, Mr. Rohrs pointed out an error in the chart on Page 26, noting that the GIS status should show an orange checkmark indicating that it partially meets objectives. In response to query by Chairman Welch, Mr. Rose, with input by Mr. Rohrs, indicated that the Business Continuity Plan as a whole is being updated and will be brought before the Board for its consideration; and that the intent is to include the cost of the Plan in the Fiscal Year 2017 budget.

Mr. Rohrs discussed the risks involved with Blue Sky events, and pointed out that (1) the Emergency Response Building contains 10 percent of current applications operating at 30 percent capacity and (2) that the recovery time expectations of the BTS customers do not align with what the department is able to provide.

Blue Sky Recommendations

- BTS Board agrees to Priority List.
- Fund Emergency Response Building DR for hot/warm applications (Page 24 of presentation).
- Include priority restoration or shipping services in supplier contracts.
- Develop routine schedule to test business continuity solutions.
- Real Estate Management to assess and define buildings capable of handling additional user capacity.

Mr. Rose pointed out that priorities piggyback on both the Gray Sky and Blue Sky recommendations; and reiterated that hardened space is a necessity.

Discussion

Stating that the money needs to be found to fund the Business Continuity Plan, Ms. Dubov commented that she was unpleasantly surprised to learn that BTS has not been moved to the Public Safety Campus as promised; whereupon, Chairman Welch reiterated that he and the other Commissioners on the BTS Board would look into the matter. He indicated that he plans to speak with the County Administrator before the next meeting and needs a memorandum or a letter from the Board outlining the BTS priorities. Commissioner Seel suggested that the County Administrator be asked to schedule a meeting with the Sheriff and BTS at the earliest possible time to discuss moving people out of the facility, if necessary, to make space for BTS. Chairman Welch reiterated his request that Mr. Rose prepare a memorandum for him to send to the County Administrator; and stated that the Plan and the budget would be discussed at the April meeting, and no objections were noted.

March 2, 2016

Mr. Malpass suggested that the County Justice Center (CJC) Annex Project and the Jail Master Plan become part of the discussion, as the Jail Master Plan includes a Category 5 facility with a Data Center; whereupon, Chief Judge Rondolino objected, and stated that the budget for the CJC Annex is already maxed out and the facility does not even have room for the necessities. Following discussion, Mr. Rose concurred with Chief Judge Rondolino.

ADJOURNMENT

The meeting was adjourned at 10:53 A.M.