



# **Pinellas County Business Technology Services**

## **FY17 BTS Strategy and Budget**

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

**April 21, 2016**

# Standards of Excellence



**Customer Case Study**  
**Pinellas County Integrates**  
**Wired and Wireless**  
**Networks**

**DESIGNATED**  
**Citizen-Engaged**  
**Community**  
**2014-2016**



**Public Technology Institute**  
**2016 Technology Solutions**  
**Awards Winner**

**Pinellas County, FL BTS**  
*Improving Customer Satisfaction*  
*By Timely Review of Relevant data*  
*- The BTS Balanced Scorecard*



**UNIFY**

**White Paper**  
**Unified Communications**  
**and Business Value**

**2014 Special Achievement**  
**in GIS Award**



**FLORIDA EXCELLENCE**



**CUSTOMER SERVICE**





# **Pinellas County Business Technology Services**

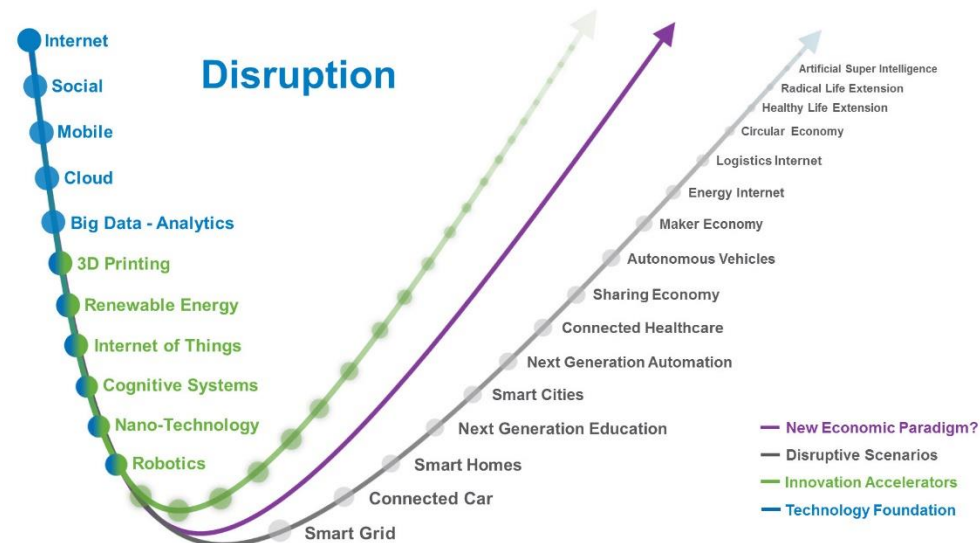
## **Technology Industry Overview**

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

**April 21, 2016**

# Digital Disruption

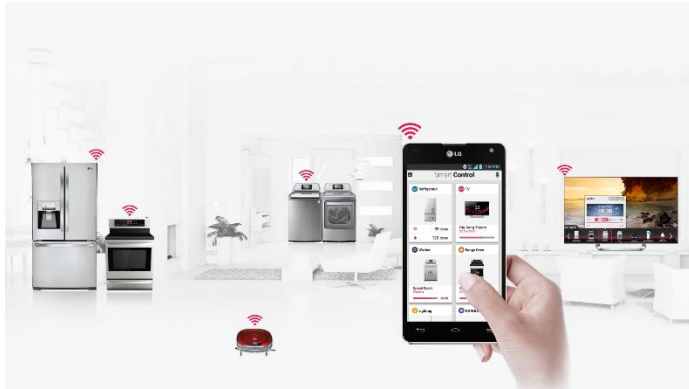
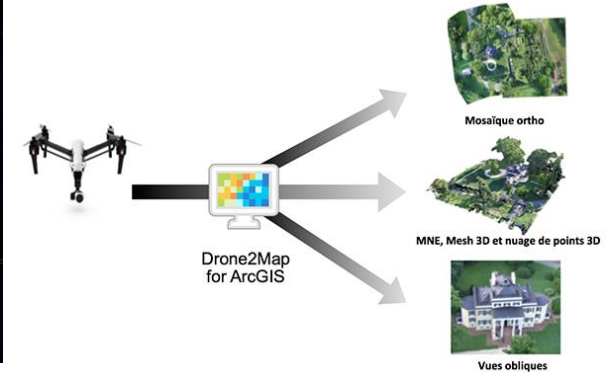
- Moore's Law
- Smart Cities and Counties
- Internet of Things (IOT)
- Mobility
- Analytics
- Smart Machines
- Wearables
- Cloud
- Digital Government



# A Changing World



**Tricorder X PRIZE** - \$10 million for an automatic non-invasive health diagnostics device – *5 Finalists*



**Jeff Immelt:** GE is on track to become a 'top 10 software company' – *Business Insider*

IBM is looking to enhance the growth of its Watson Health business with the \$2.6 billion purchase of Truven Health Analytics, which has data on the cost and treatment of more than 200 million patients – *NY Times*



**Volvo CEO:** We will accept all liability when our cars are in autonomous mode – *Fortune*



# Smart Cities and Counties



## Meet Your New Citizens



of American adults owned a smartphone in 2011



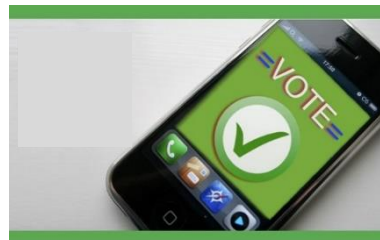
of American adults owned a smartphone in 2015



of American adults used social networking sites in 2005



of American adults used social networking sites in 2015



of U.S. consumers used a mobile payment application in 2013



of U.S. consumers used a mobile payment application in 2014

Sources: Pew Research Center; Walker, Senius Communications

# 2018 Gartner Technology Predictions

Relationship between people and machines will go from:

**Cooperative → Codependent → Competitive**

- **20%** of all business content will be authored by machines
- **6 billion** connected things will need support
- **3 million** workers will be supervised by a “roboboss”
- **20%** of smart buildings will suffer a digital incident such as “digital vandalism”
- **50%** of the fastest-growing companies will have more smart machines than employees
- **2 million** employees will be required to wear health and fitness tracking devices



# **Pinellas County Business Technology Services**

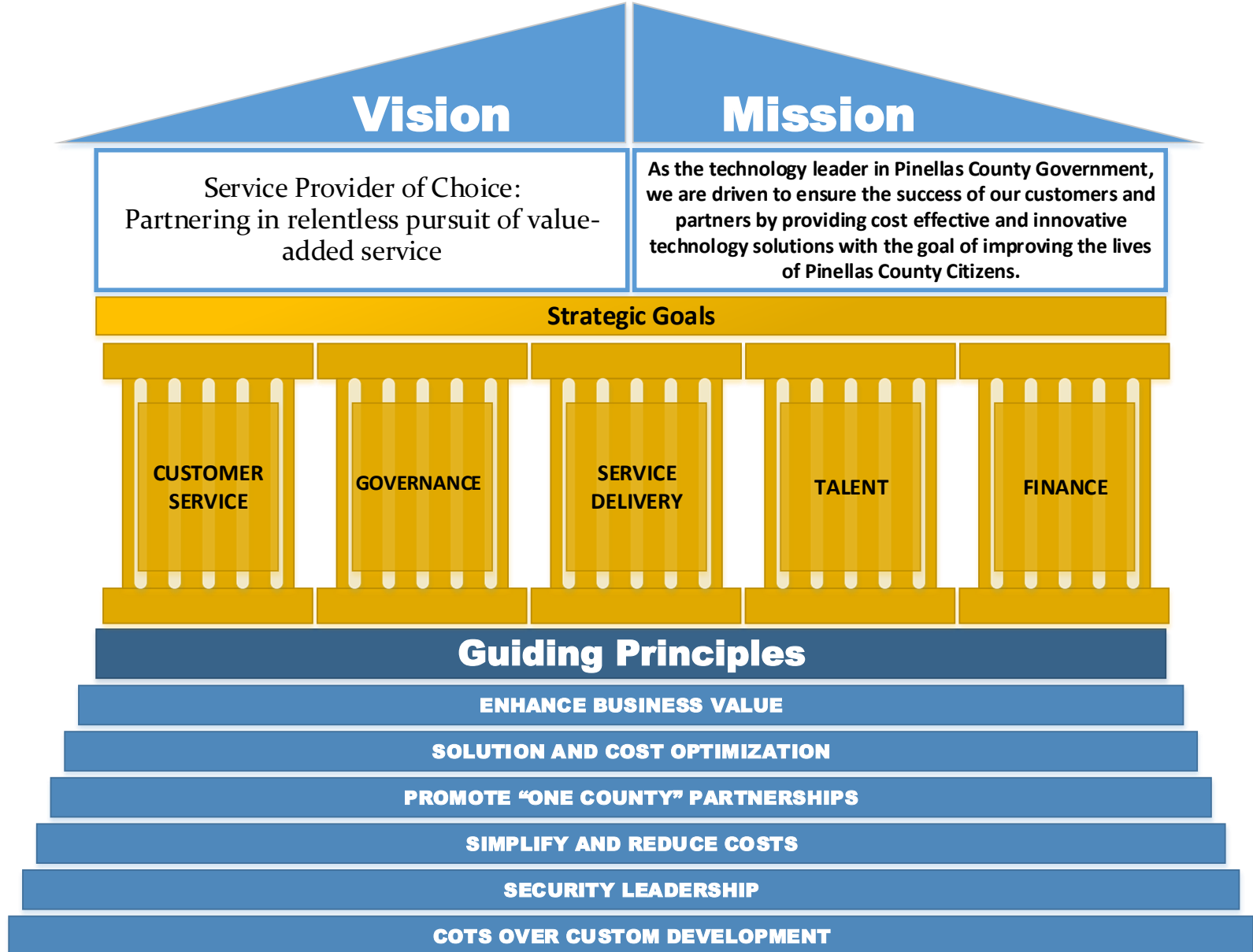
## **Strategic Overview**

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

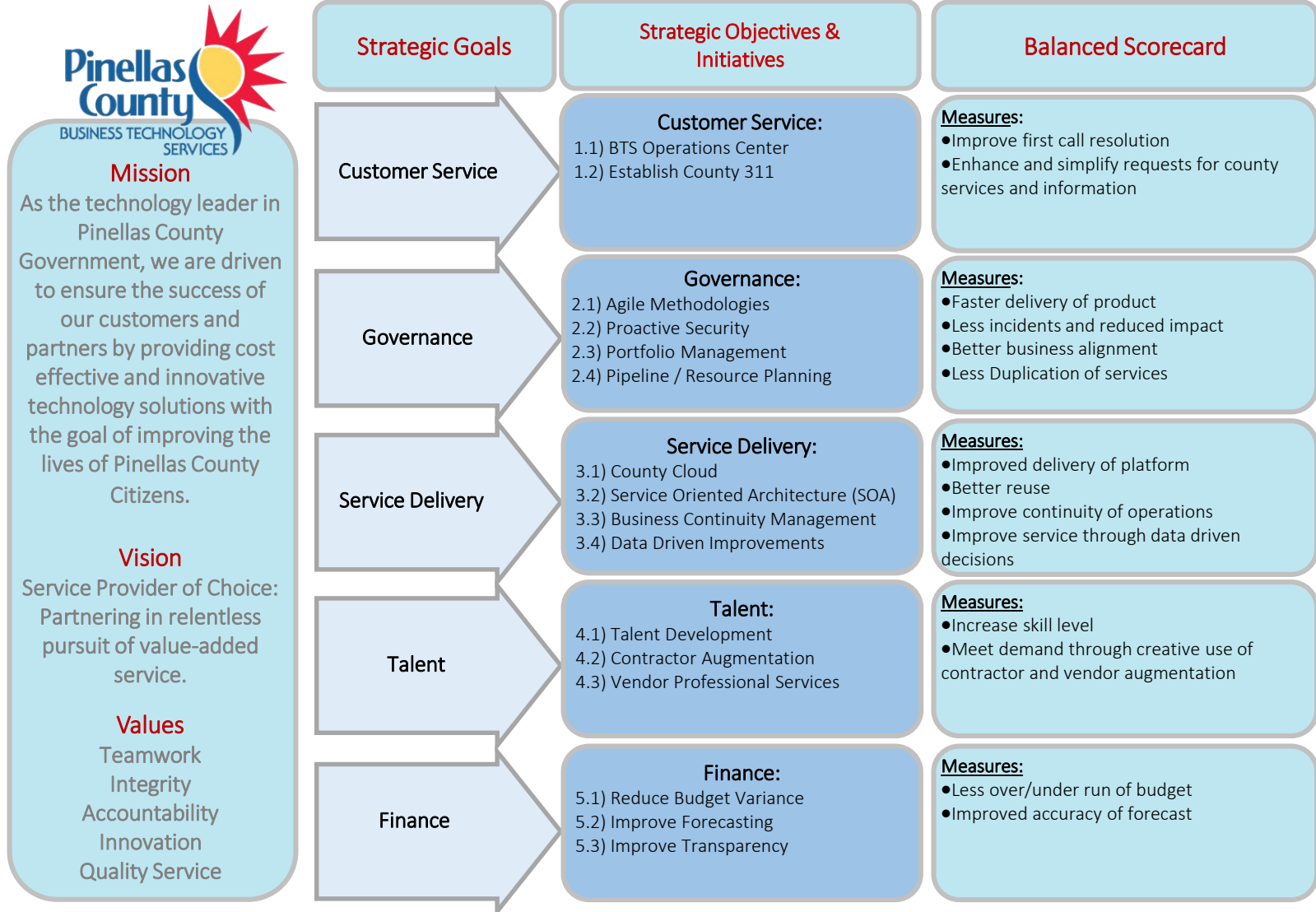
**April 21, 2016**








# Strategic Vision



# One Page BTS Strategic Plan



# One Page Agency Strategic Plan

Pinellas Clerk —BTS Strategic Plan						
BUSINESS STRATEGY	<div>Customer Service</div> <div></div>	<div>Change Management</div> <div></div>	<div>Employee Development</div> <div></div>	<div>Proactive Excellence</div> <div></div>	<div>Coordination of Entities</div> <div></div>	
BTS STRATEGY	Provide Pinellas Clerk with the tools and software necessary to provide an excellent customer experience	Provide an efficient process for Clerk to be able to adapt quickly to customer needs	Provide online Software, Security, and Business Skills training that increase efficient communication and productivity of employees	Provide Pinellas Clerk with efficient methods to reduce time to release and provide proactive measures for growth opportunities	Support the Pinellas Clerk in being a technical liaison for projects involving multiple Agencies	
TRENDS CHALLENGES & RISKS	<u>Trends</u> <ul style="list-style-type: none"><li>New Business Practices to automate internal workflow</li><li>New eService processes for customers</li></ul>		<u>Challenges:</u> <ul style="list-style-type: none"><li>Funding and budgetary constraints</li><li>Finding resources and/or funding for new legislative mandates</li></ul>	<u>Risks</u> <ul style="list-style-type: none"><li>Non-compliance in meeting mandatory legislative timeframes</li><li>Delays in implementing high priority initiatives due to competing resources or lack of funding</li></ul>		
PROGRAMS & PROJECTS	2016 Q4	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 Q1
Customer Service	eFiling & CMI Redaction					
	Odyssey 2014 Upgrade					
	Official Records Migration to Intelidact					
	Odyssey Migration (Case 360 / Imaging Gap)					
	Jury Management Replacement					
	Collections Splitter ???					
Employee Development	ULEARNIT Training					
	USecureIT Security Awareness Training					

# Bi-Modal IT

## Mode1

## Mode 2

Reliability	<b>Goal</b>	Agility
Price for performance	<b>Value</b>	Revenue, brand, customer experience
Waterfall, V-Model, high-ceremony IID	<b>Approach</b>	Agile, Kanban, low-ceremony IID
Plan-driven, approval-based	<b>Governance</b>	Empirical, continuous, process-based
Enterprise suppliers, long-term deals	<b>Sourcing</b>	Small, new vendors, short-term deals
Good at conventional process, projects	<b>Talent</b>	Good at new and uncertain projects
IT-centric, removed from customer	<b>Culture</b>	Business-centric, close to customer
Long (months)	<b>Cycle Times</b>	Short (days, weeks)

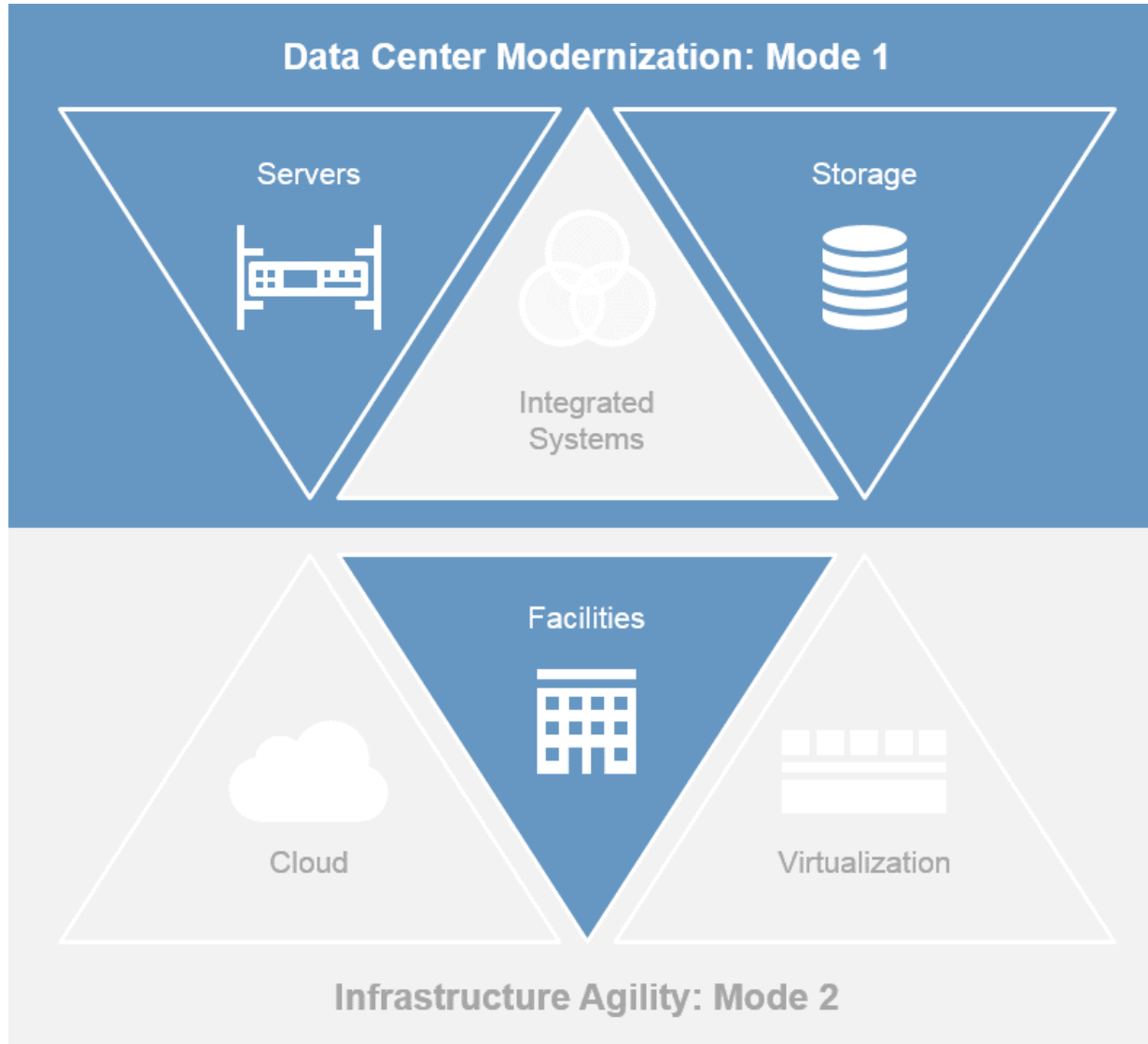
**Think  
Marathon  
Runner**



**Think  
Sprinter**



# Bi-Modal Data Center





# **Pinellas County Business Technology Services**

## **Tactical Overview**

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

**April 21, 2016**



# Major Supported Systems



**Oracle Project  
Unified Solutions**

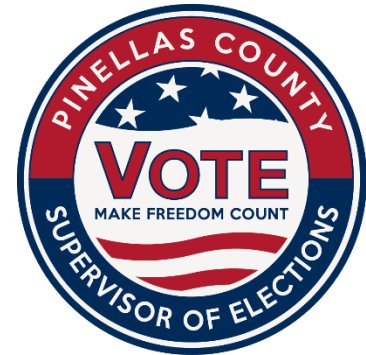


**Agenda Automation**



Committed to each other's success ...  
Consolidated Case Management System (CCMS)

- BCC
- BTS
- Clerk
- Courts
- Public Defender
- Sheriff
- State Attorney



**SPENDING IN  
THE SUNSHINE**

Clerk of the Circuit Court and Comptroller  
Pinellas County Board of County Commissioners



**Permitting**



# BTS Executive Scorecard

Goal	Performance Measure	Oct	Nov	Dec	Jan	Feb	Mar	FYtD Avg	FYtD Ttl	Target	Strch	Good
Customer Service	Satisfaction Survey	97.8%	95.2%	98.4%	97.9%	98.32%	97.91%	97.63%		97%	98%	↑
	Satisfaction Survey - top box	89.6%	88.5%	92.9%	91.3%	92.12%	91.18%	90.94%		90%	95%	↑
	Customer Incident Impact Rate	73.9%	68.7%	71.0%	69.5%	65.28%	71.19%	70.5%		70%	60%	↓
	Priority 1 Business impact (in hours)	21.46	49.49	17.46	10.14	233.97	8.19		327.12	25	10	↓
	Priority 1 Business impact (in hours) from document	0	4.65	3.21	0	0	0.94		7.90	4	0	↓
	Priority 1 Mean Time to Resolve (MTTR)	1.26	3.09	1.59	0.84	18	1.02	4.36		4.00	2.00	↓
	Operation Center Resolution Rate	71.2%	78.8%	76.1%	77.5%	80.66%	80.05%	78.2%		74%	80%	↑

Goal	Performance Measure	Oct	Nov	Dec	Jan	Feb	Mar	FYtD Avg	FYtD Ttl	Target	Strch	Good
Governance	% of systems with critical or high vulnerabilities	24.0%	16.0%	22.0%	21.0%	21.0%	23.0%			0%	0%	↑
	% Users Completed Security Training	N/A	N/A	92.0%	92.0%	95.0%	95.0%	95.00%		90%	95%	↑
	Major Projects on Time	88%	96%	85%	TBD	TBD	TBD	TBD		80%	85%	↑
	Major Projects on Budget	100%	100%	100%	TBD	TBD	TBD	100%		90%	95%	↑
	Major Projects within Scope	100%	100%	100%	TBD	TBD	TBD	100%		90%	95%	↑

Goal	Performance Measure	Oct	Nov	Dec	Jan	Feb	Mar	FYtD Avg	FYtD Ttl	Target	Strch	Good
Service Delivery	Incident Service Level Target Rate	92.3%	90.9%	94.4%	96.7%	97.4%	98.2%	96.5%		92%	97%	↑
	Request Service Level Target Rate	87.3%	91.7%	85.8%	93.9%	93.6%	94.0%	94.1%		90%	95%	↑
	Change Success Rate	100.0%	98.2%	99.5%	100.0%	100.0%	99.6%	99.3%		95%	98%	↑
	Problem Labor vs. Incident Labor	32.7%	29.2%	8.9%	16.5%	14.0%	12.8%	19.2%		10%	25%	↑
	Unauthorized Change Count	0	1	0	0	0	0		1	0	0	↓

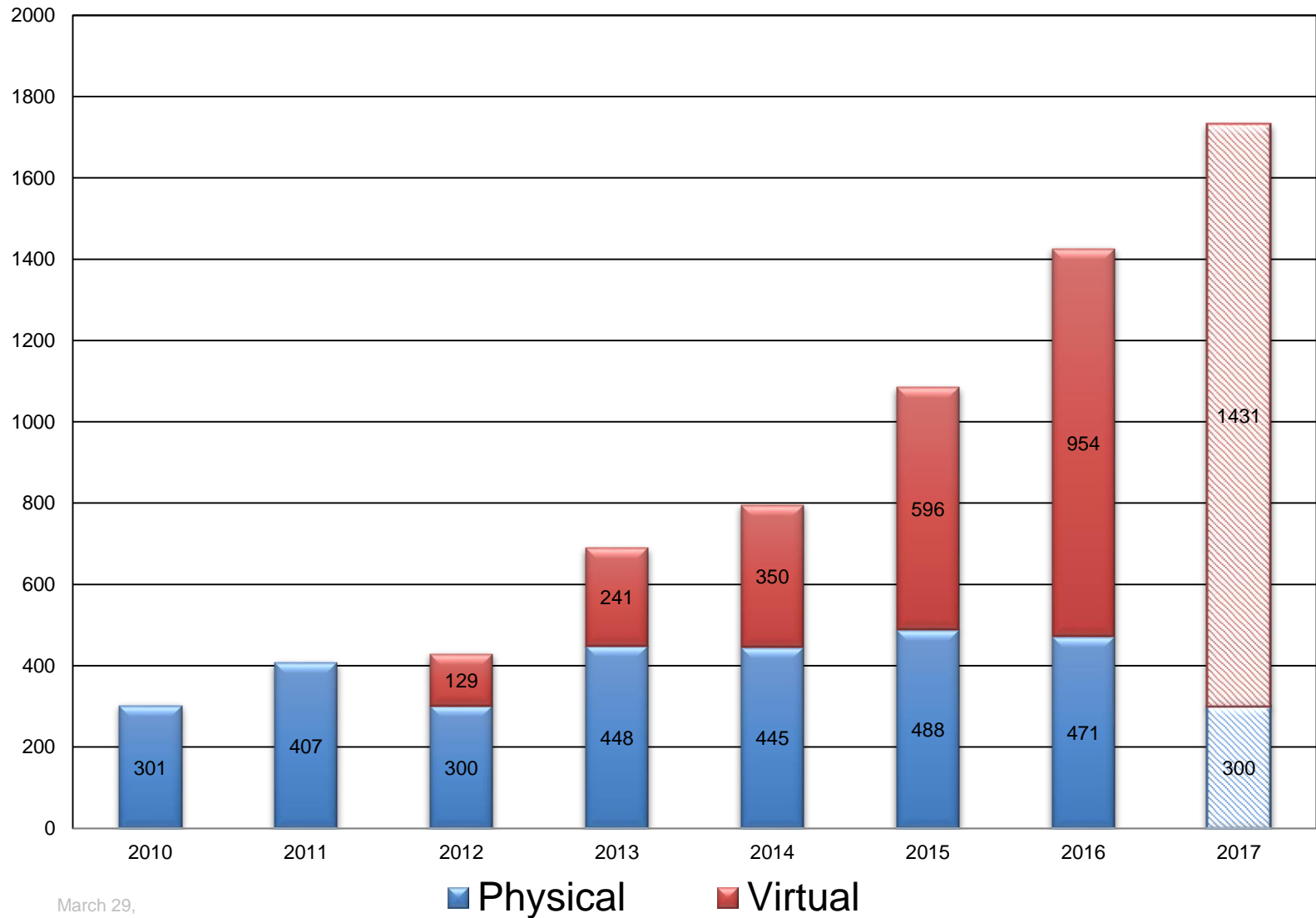
Goal	Performance Measure	Oct	Nov	Dec	Jan	Feb	Mar	FYtD Avg	FYtD Ttl	Target	Strch	Good
Talent	FTE Staffing Level	90.0%	90.0%	91.0%	92.0%	91.0%	TBD	90.0%		100%	100%	↑
	# Staff Eligible for Retirement			17			TBD					↓
	Contractor Staffing Level	4.0%	4.0%	4.0%	4.0%	4.0%	TBD	4.0%		0%	0%	↓
	% Staff (sent to) Training			N/A			TBD			12%	15%	

Goal	Performance Measure	Oct	Nov	Dec	Jan	Feb	Mar	FYtD Avg	Target	FY Target	Strch	Good
Finance	BTS Total YTD spent (%)	N/A	16.0%	26.0%	33.0%	43.0%	TBD	43.0%		99.0%	100.0%	
	BTS Projected Lapse			5.0%			TBD		1.0%		0.0%	
	Training Budget % Spent	0.78%	12.55%	30.62%	44.86%	51.18%	TBD	51.2%		99.0%	100.0%	
	ELM Total YTD spent (%)	N/A	48.0%	64.0%	71.0%	72.0%	TBD	72.0%		99.0%	100.0%	
	ELM Projected Lapse			1.0%			TBD		1.0%		0.0%	
	CIP Total YTD spent (%)	N/A	8.0%	14.0%	22.0%	24.7%	TBD	24.7%		100.0%	100.0%	
	CIP Projected Lapse			0.0%			TBD			0.0%	0.0%	

Legend	
	Score Meeting or Exceeding Target
	Score Missing Target
	Measure Not Applicable
	Measure Unavailable or Indicator

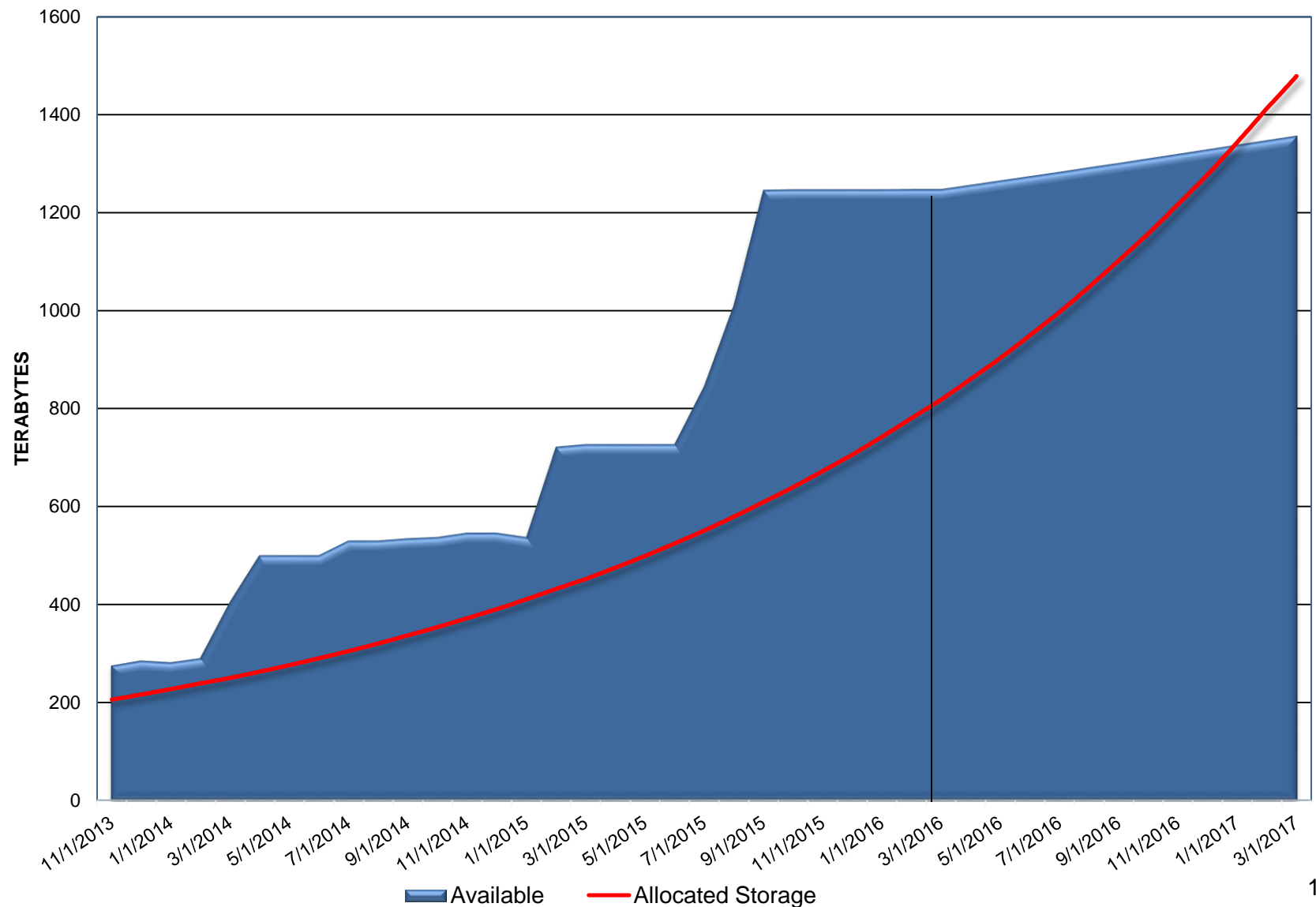
**PTI and Florida Excellence Award Winner !**

# Server Growth



March 29,

# Storage Growth

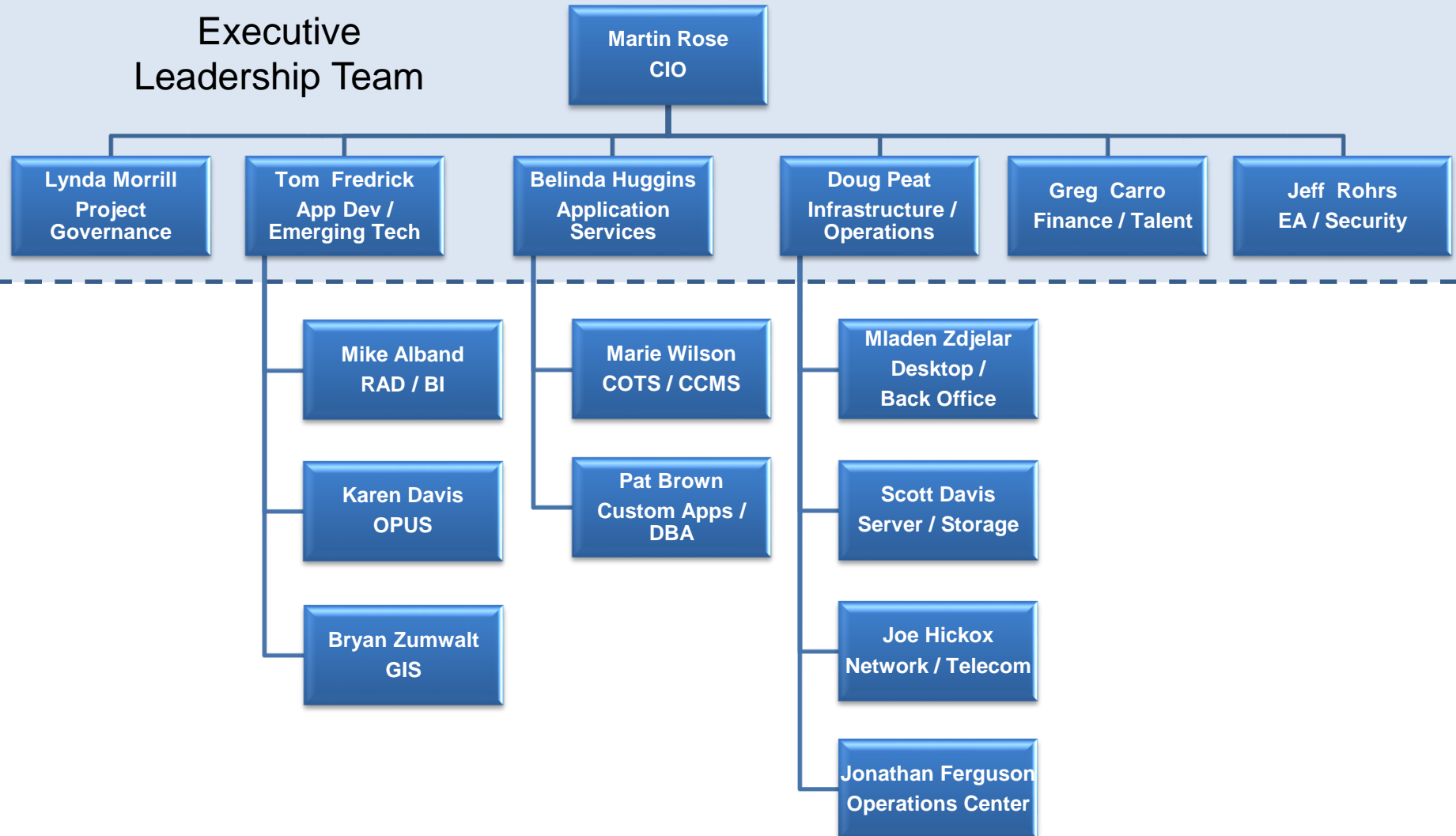


# BTS Work Effort Pipeline

Project Name ▼	Status ▼	Custom ▼	ELT Prior ▼	BTS Target Da ▼	(Dept / Sponsor ▼	Mandatory / Compulsory ▼
Justice Gap 360 Replacement (Odyssey)	Work in Progress	Circuit Court	1	2QTRFY2017	Clerk of the Court	
IE 11	Work in Progress	Enterprise	2	3QTRFY2016	BTS	
Public Safety Complex Build Out	Work in Progress	Enterprise	3	4QTRFY2016	BTS / Marty Rose	
Microsoft Enterprise Agreement	Work in Progress	Enterprise	4	4QTRFY2016	BTS	
Network Segmentation	Work in Progress	Enterprise	5	3QTRFY2016		
Bayside Clinic	Work in Progress	ACA John Bennett	6	3QTRFY2016	Human Services	No
POS rewrite	Work in Progress	ACA Jake Stowers	7	2QTRFY2016	CLB Rodney Fischer	No
Accela-Civic Platform – Obtain Contract	Work in Progress	ACA Jake Stowers	8	2QTRFY2016	Air Quality, Utilities, Planning	No
SCADA Infrastructure Upgrade	Work in Progress	ACA Pick Talley	9	3QTRFY2016	Utilities / Jim Dulaney	No
SCADA Logan Server mover to PSC	Approved	ACA Pick Talley	9	1QTRFY2017	Utilities / SCADA / Jim Dulaney	No
Management (EAM) – Obtain Contract	Work in Progress	ACA Paul Sacco	10	2QTRFY2016	BCC/ Jim Fletcher	No

# BTS Organizational Chart

## Executive Leadership Team





# Resource Planning

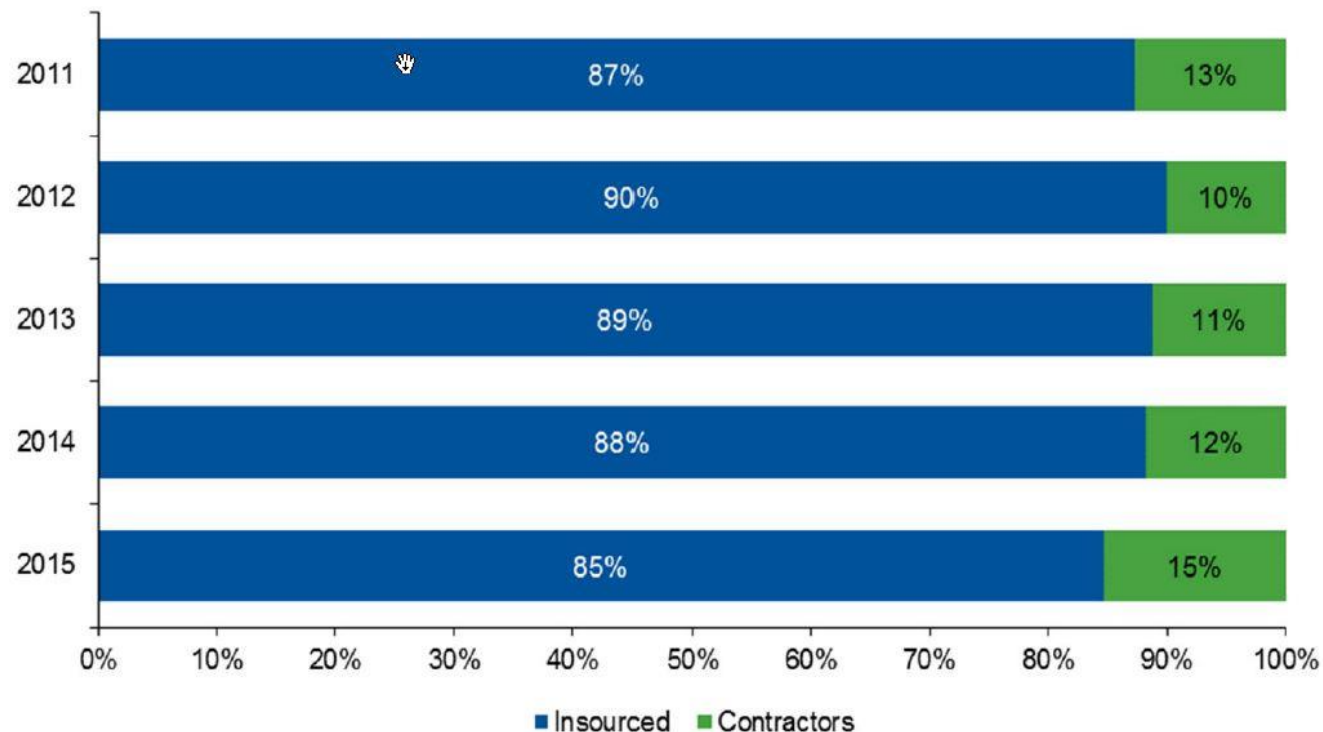
- Manage New Work Smarter
- Focus of Recruitment and Retention (95%)
- Train Internal Staff
- Increase use of Vendor Services
- Increase Staff Contractor usage
- Adopt more Cloud solutions
- Shift Level Two Support to the new Operations Center
- Adopt a Capacity First Model



# Gartner Permanent/Contractor

Gartner.

Figure 11. Government — State and Local: Distribution of IT FTEs: Insourced vs. Contractor



Source: Gartner IT Key Metrics Data (December 2015)

# FY16 BTS Decision Package Status

Approved \$	Decision Package	%Complete
2,098,940	EAM 1 <sup>st</sup> Year Funding Gap	10%
1,388,910	Microsoft Enterprise Agreement	50%
113,850	ESRI (new) Agreement Gap	100%
200,000	LiDAR	100%
265,000	JCS Application Replacement	10%
310,000	IVR Replacement	20%
399,000	Medical Examiner LIMS	20%

All Decision Package funds to be spent by Sept 30, 2016 except for EAM



# **Pinellas County Business Technology Services**

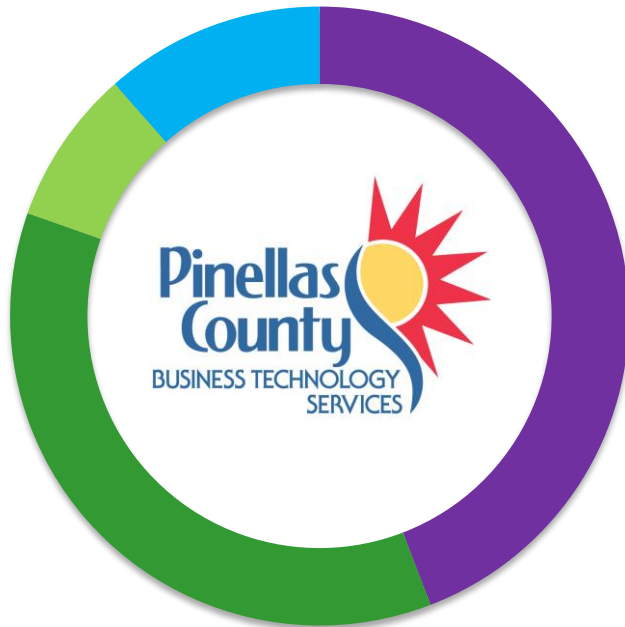
## **FY17 BTS Budget**

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

**April 21, 2016**

# FY17 BTS Budget Summary

New Look



Old Look

## FY16 BTS Fund Summary

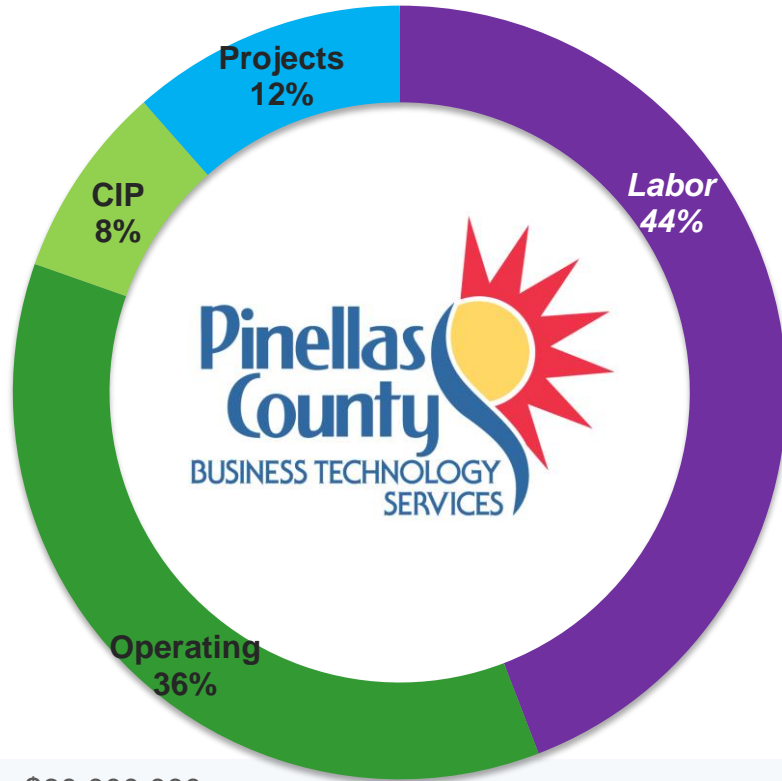
<b>Total Budget = Base Budget + Cost Pools</b>		
<b>\$36,268,770</b>	<b>=</b>	<b>\$28,756,510 + \$7,512,260</b>

Base Budget		Cost Pools	
<b>FY16 Adjusted Target</b>	<b>\$28,756,510</b>	<b>Cost Pools</b>	<b>\$7,512,260</b>
<b>FY16 Request</b>	<b>\$28,756,510</b>		
BTS Personal Services	17,477,230	CIP*	2,932,850
BTS Operating Expenses	847,470	Justice	1,520,000
Enterprise License & Maintenance	8,303,360	OPUS	400,880
Inter-Gov & Adjustments	2,128,450	BCC Strategic Projects	2,658,530
		DEI Enterprise**	0

## Key Objectives to aid in improved understanding and decision making:

- New and improved views into the BTS Budget.
- Trending and relational trending information incorporated.
- Designed to improve 'at a glance' understanding of the BTS budget.

# BTS Budget Summary



<b>BTS Base Budget Target</b> <i>w/Inter-Gov Charges</i>	<b>\$31,676,951</b>
---	---------------------

<b>BTS Base Budget Request</b>	<b>\$33,350,840</b>
--------------------------------	---------------------

Labor	\$18,318,010
-------	--------------

Operating <i>w/Inter-Gov Charges</i>	\$15,032,830
---	--------------

<b>Capital</b>	<b>\$8,021,330</b>
----------------	--------------------

BTS CIP	\$3,363,470
---------	-------------

Projects	\$4,772,990
----------	-------------

<b>Total Request</b>	<b>\$41,487,300</b>
----------------------	---------------------



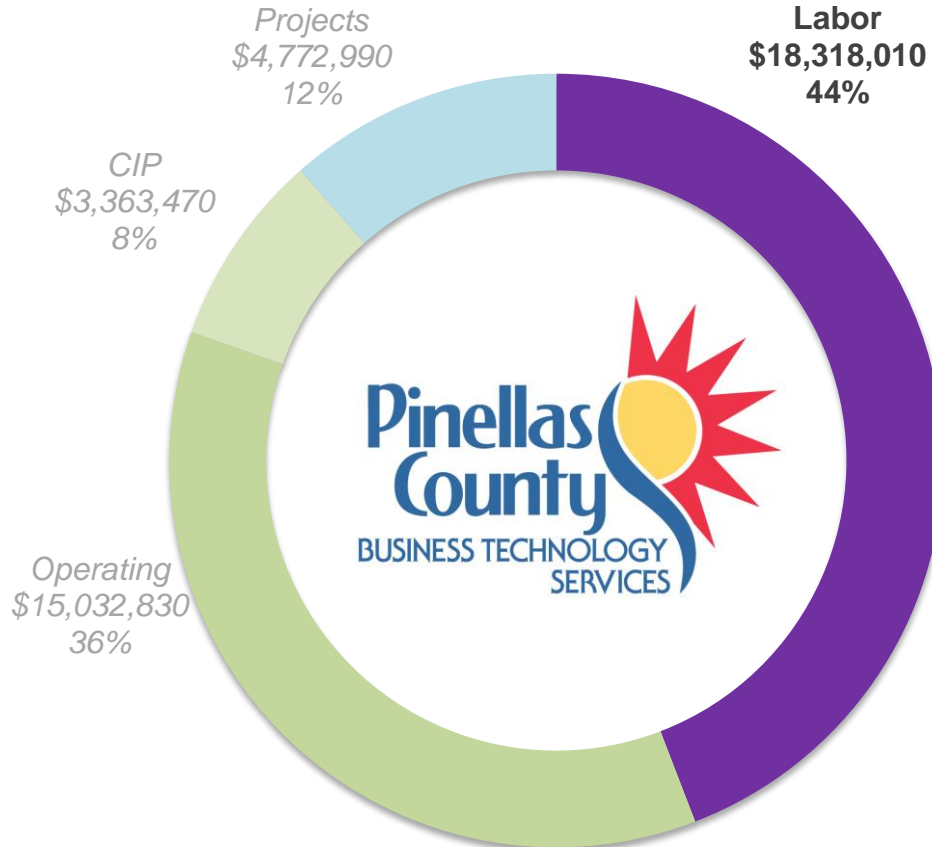
\*Base Budget History (Chart): Without Inter-Gov Charges



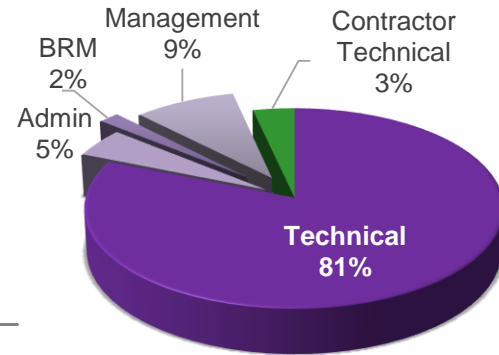
# Working for You

## Labor Summary

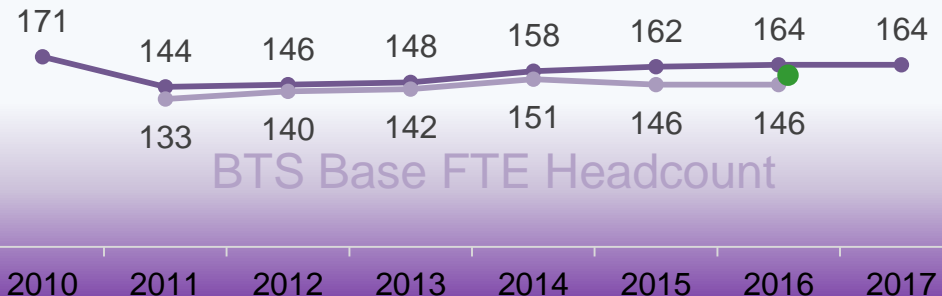
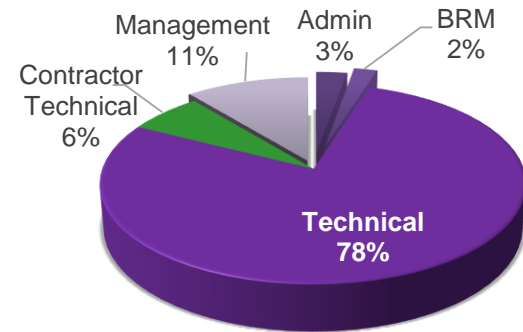
**Labor**  
\$18,318,010  
44%



## Position % to Purpose



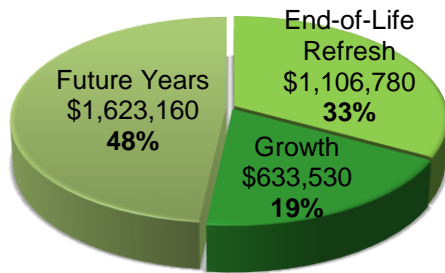
## Budget % to Position Purpose



# Run the Business

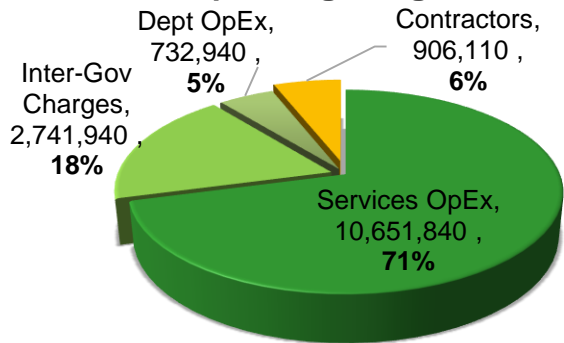
## Operating & Capital Improvement Plan Summary

**FY17 CIP Budget Breakout**

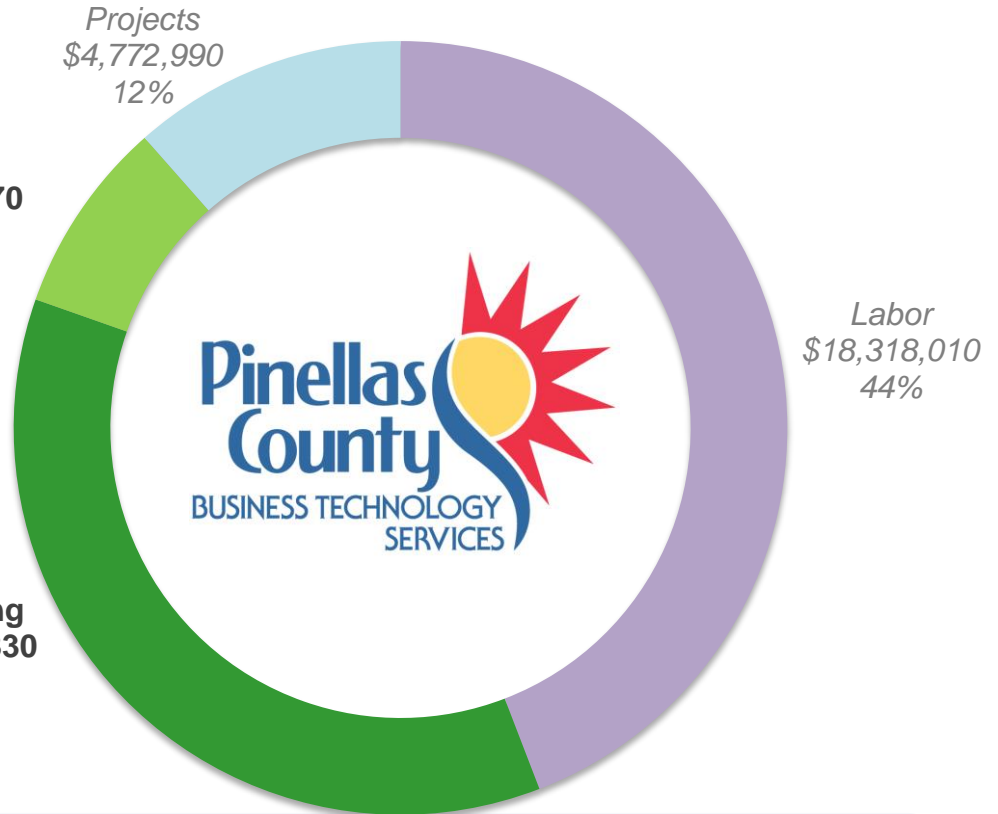


**CIP**  
\$3,363,470  
8%

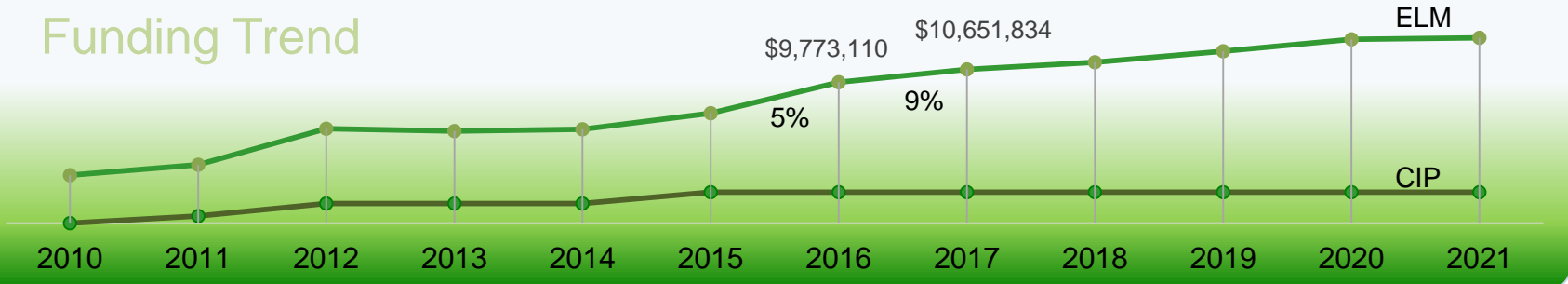
**FY17 Operating Budget Breakout**



**Operating**  
\$15,032,830  
36%

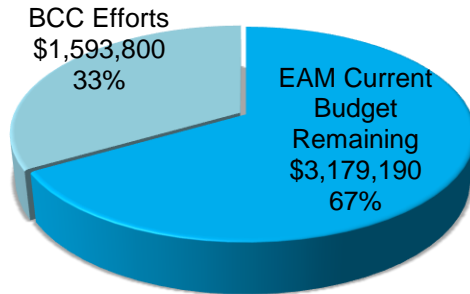


**Funding Trend**



# Transforming the Business

Project Funding Breakout



Projects  
\$4,772,990  
12%

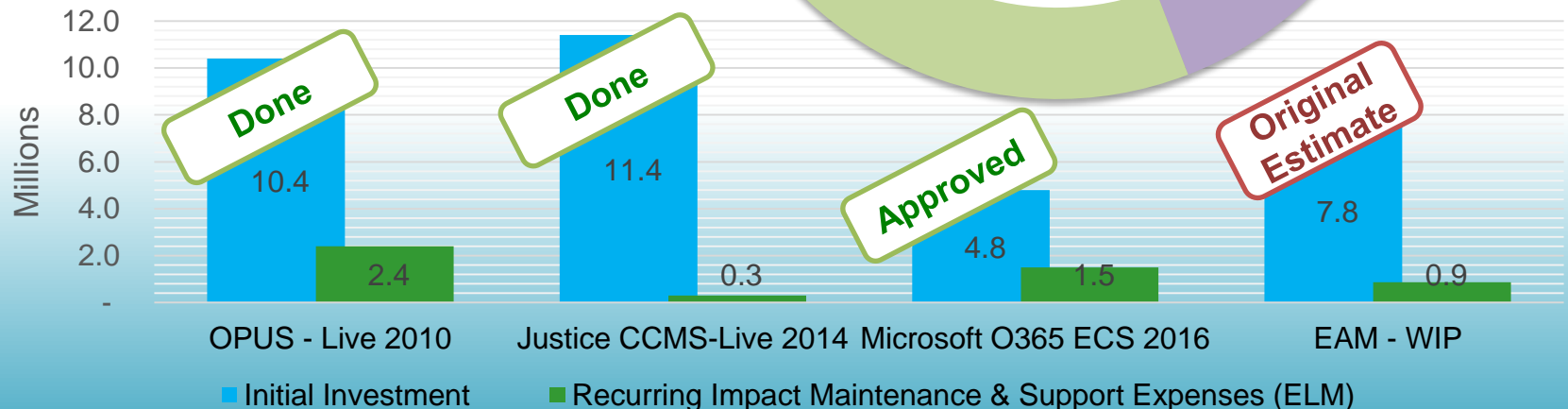
CIP  
\$3,363,470  
8%

Operating  
\$15,032,830  
36%

Labor  
\$18,318,010  
44%



Major Transformative Efforts



# BTS Budget Summary

## 5.28 % Target Variance Reconciliation

- **Personal Services increase** - Implemented promotional increases budgeted in Operating Budget FY16, reflective now in Personal Services, and budgeted promotional opportunities for FY17.
- **BTS Department Operating Budget increase** - Contractual Services to accommodate new Industry Standard staffing model (See Resource Planning and Gartner Slide) for reoccurring high cost, high demand skill sets and short term technology needs.
- **Enterprise License & Maintenance (ELM) increase** – FY16 Decision Package systems maintenance, BCC Strategic Fund systems maintenance, Adjusted CIP Growth, streamline State Centranet telecom payables for County customers, and anticipated increases to approved agreements and renewals over applied 2.3% standard targeted increase.



# **Pinellas County Business Technology Services**

## **FY17 BTS Budget Decision Packages**

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

**April 21, 2016**

# Business Continuity Management

<u>Application</u>	<u>Status</u>	<u>Funded</u>	<u>Replicated</u>	<u>Tested</u>
Web EOC	Annual Testing	✓	✓	✗
SCADA	Improve and Annual Testing	✓	✓	✗
Damage Assessments	Annual Testing	✓	✓	✓
GIS	Improve and Annual Testing	✓	✓	✓
Medical Examiner	Improve and Annual Testing	✓	✓	✗
OPUS	Improve and Annual Testing	✓	✓	✗
Odyssey/CCMS	Improve and Annual Testing	✓	✓	✗
CHEDAS	Improve and Annual Testing	✗	✓	✗
Consumer Complaints	Replacement Project In Progress	✓	✓	✗
JAWS	Improve and Annual Testing	✗	✓	✗
Permits Plus	Replacement Project In Progress	✓	✗	✗
PCCLB Database	Replacement Project In Progress	✗	✓	✗
Pinellas County Web	Annual Testing	✓	✓	✓
Agile Assets	Replacement Project In Progress	✓	✗	✗
Maximo	Replacement Project In Progress	✓	✗	✗

## Current Priority 1 List of Applications

✓ - Meets Objectives  
 ✓ - Partially Meets Objectives  
 ✗ - Does not meet Objectives



# Business Continuity Management

## BTS Board Initiative

Initiative	FY17 (One-time)	Future Year Impact (Recurring)
ERB Foundational Infrastructure Base Build	433,000	16,000
ERB Medical Examiner Application	49,180	7,550
ERB OPUS	99,520	41,620
ERB EGIS	233,340	40,680
ERB Justice CCMS; Tyler Odyssey	246,690	44,320
ERB JAWS	119,770	19,350
ERB CHEDAS	250,390	45,610
Total	\$1,431,890	\$215,130

### Blue Sky

- ✓ “Hot” Applications (0-4 Hours Restore time)
- ✓ One to One Production Capacity
- ✓ BTS supported interfaces only
- ✓ PSC Data Center disaster

### Gray Sky

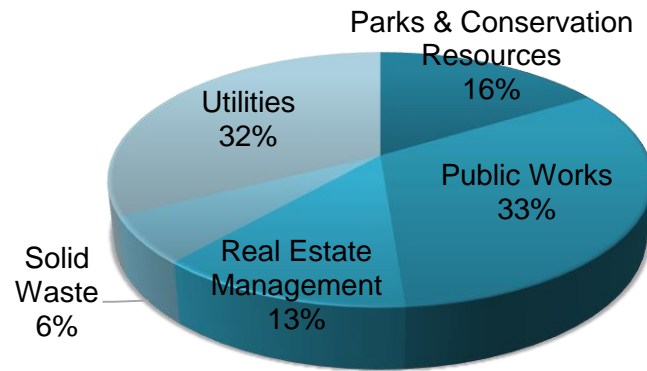
- ✓ PSC Data Center
- ✗ PSC Operations Center
- ✓ Remote Access Systems
- ✓ Laptops

One-Time Capital Investment Plan

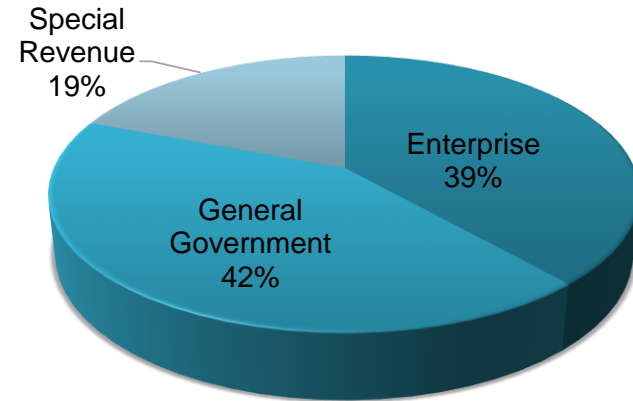
7 - 10 Year Strategy : Move to Cloud based Applications and BCM/DR

# Enterprise Asset Management

## BCC Business Project



User Impact by Department



Users by Funding Source

Estimated Project Budget \$ 16,930,270

Cash Flow	Year 1 (FY17) One-time	Year 2 (FY18) One-time	Year 3 (FY19) One-time	Year 4 (FY20) One-time	Year 5+ (FY21) Recurring *
Estimated Project Budget	\$ 3,113,040	\$ 4,550,760	\$ 4,506,510	\$ 4,759,960	\$1,067,910
Approved Appropriation	(\$ 3,113,040)	(\$ 66,150			
Estimated Remaining \$3,179,190					
<b>Total Annual Need</b>	<b>\$ 0</b>	\$ 4,484,610	\$ 4,506,510	\$ 4,759,960	\$1,067,910

\* BTS only

# Enterprise Service Bus

## BTS Infrastructure Initiative

Initiative	FY17 (One-time)	Future Year Impact (Recurring)
Enterprise Service Bus	354,000	65,670
<b>Total</b>	<b>\$354,000</b>	<b>\$65,670</b>



### SOA

Allows for quickly combining and extending information flow between disparate in-house and commercial systems.

### ESB

Central repository where all services from backend systems are routed; where applications and interfaces will access services rather than directly from backend systems.



**Oracle Project  
Unified Solutions**



# Clerk Jury System Replacement

## CJIS Policy Board Initiative

---

Replacement	FY17 (One-time)	Future Year Impact (Recurring)
Jury System	\$268,080	\$37,800
Total	\$268,080	\$37,800



The current Jury system is the last mainframe system needing to migrate to new technology. The current jury system is built on non-supported COBOL software and server technology.

The new Jury system is a Tyler Technologies product which will be a fully integrated module within the current Tyler Odyssey system.

# Justice CCMS Enhancements

## CJIS Policy Board Initiative

---

Enhancements	FY17 (One-time)	Future Year Impact (Recurring)
8	\$499,500	\$30,000
Total	\$499,500	\$30,000

Enhancements	FY18 (One-time)	Future Year Impact (Recurring)
18	\$368,350	0
Total	\$368,350	\$0

Business Intelligence  
Scope and Pilot cost of  
\$50K included in FY17



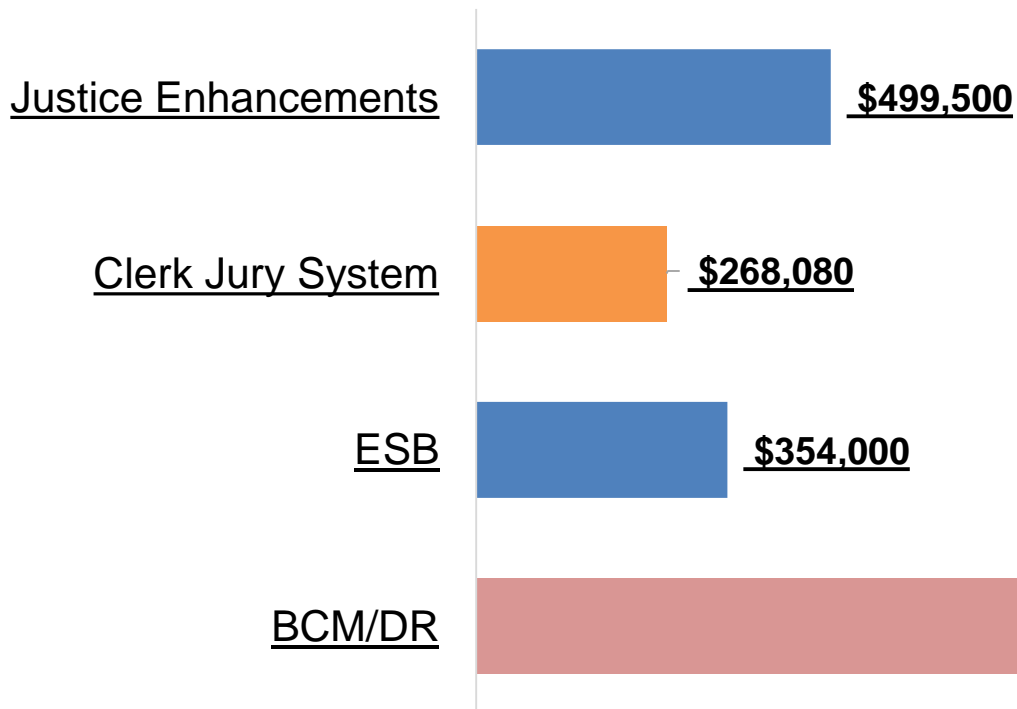
Business Intelligence cost  
to be added in FY 18

Two-year plan to provide efficiency enhancements to the Tyler Odyssey System for all Justice partners.

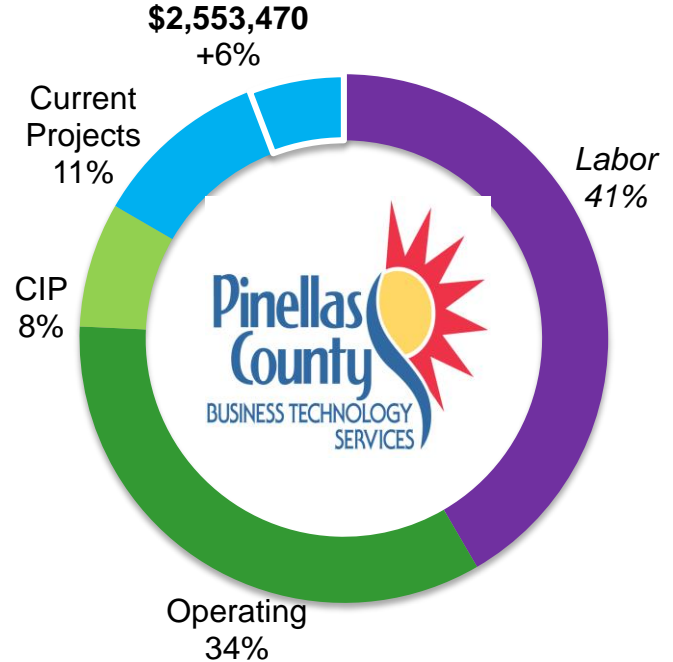
# FY17 Decision Package Summary

## Key Sponsors

- ✓ BCC Executive Leadership Team
- ✓ CJIS Management Team & Policy Board
- ✓ Business Technology Services



## Project Decision Packages



**Thank You for the ongoing support  
of BTS!!**

