

Clearwater, Florida, August 15, 2018

The Pinellas County Business Technology Services (BTS) Board met in work session at 2:02 P.M. on this date in the Clerk's Large Conference Room, Fourth Floor, Pinellas County Courthouse, Clearwater, Florida, with the following members present:

Kenneth T. Welch, County Commissioner, Chairman  
Bernie McCabe, State Attorney, Vice-Chairman  
Ken Burke, Clerk of the Circuit Court and Comptroller  
Bob Dillinger, Public Defender  
Janet C. Long, County Commissioner  
Jason Malpass, representing Sheriff Bob Gualtieri (non-voting)  
Julie Marcus, representing Supervisor of Elections Deborah B. Clark (non-voting)  
Anthony Rondolino, Chief Judge Sixth Judicial Circuit  
Karen Williams Seel, County Commissioner  
Charles W. Thomas, Tax Collector  
Mike Twitty, Property Appraiser

Not Present

Deborah Clark, Supervisor of Elections  
Bob Gualtieri, Sheriff

Others Present

Jeff Rohrs, Chief Information Officer (CIO), BTS  
Jason C. Ester, Senior Assistant County Attorney  
Scott Butler, Information Technology Manager, BTS  
Other interested individuals  
Chris Bartlett, Board Reporter, Deputy Clerk

AGENDA

1. Call to Order – Chairman Welch
2. Designation of Voting Members – Chairman Welch
3. Citizen Comments – Chairman Welch
4. Workshop:
  - BTS Board Responsibility and Authority Under the Interlocal Agreement
  - BTS CIO Goals and Measures
  - BTS Departmental Goals and Measures (Executive Dashboard)
  - BTS Strategic Planning Discussion
5. Discussion Item: Penny for Pinellas Technology – Chairman Welch
6. Adjournment of Public BTS Board Meeting
7. Tour: BTS Operations Center Update
8. Workshop: Cybersecurity Workshop – Jeff Rohrs and Scott Butler

August 15, 2018

A document titled *Pinellas County Business Technology Services Board Workshop, August 15, 2018*, consisting of the presentations referred to in the minutes, has been made a part of the record.

#### CALL TO ORDER

Chairman Welch called the meeting to order at 2:02 P.M.

#### DESIGNATION OF VOTING PROXIES

Chairman Welch noted the two individuals in attendance representing absent members; whereupon, he stated that there are no agenda items needing a vote by the Board; and that voting proxies would not be designated.

#### CITIZEN COMMENTS

No one appeared in response to the Chairman's call for persons wishing to be heard.

#### BOARD RESPONSIBILITY AND AUTHORITY UNDER THE INTERLOCAL AGREEMENT

Mr. Rohrs introduced the item and provided background information, noting that he has included a summary of responsibilities and a copy of the agreement in the agenda packet.

Responding to queries by the members regarding the Technical Steering Committee (TSC), Mr. Rohrs stated that it has had a productive year; and that it is chaired by Clerk's Technology Officer Chris Short. He indicated that the Committee acts as a recommendation group for the Board.

Mr. Burke related that software systems like Odyssey contain data that is not available to the public and must remain protected, and suggested that the TSC maintain a rotating schedule to periodically audit the security of individual software systems. In response, Mr. Rohrs noted that a vulnerability in Odyssey was identified during implementation that has since been fixed by the vendor; and that a security assessment is planned to occur in 2019. Discussion ensued regarding operational protocols; whereupon, Chairman Welch indicated that certain matters will be addressed later during the closed portion of the workshop, and Mr. Short provided input regarding the focus of the TSC during the past year.

Mr. Rohrs related that the Board's responsibilities include approving the annual budget, maintaining policy and procedure standards, and the hiring of the BTS Director/CIO; and that as CIO, he must manage the department in accordance with the standards established by the Board, and prepare and submit continuous reports to the Board regarding BTS operations. He noted that performance results regarding any measurable goals established for the CIO would likely become part of the regular reports, and in response to query by Chairman Welch, related that the Interlocal Agreement has been amended to reflect the change in title from "Director" to "Chief Information Officer."

### BTS CIO GOALS AND MEASURES/DEPARTMENTAL GOALS AND MEASURES

Mr. Rohrs provided information on the goals established previously for the Director/CIO and stated that they correctly address leadership but are difficult to quantify for evaluation purposes. He noted that setting measurable goals for the CIO and the department often go hand-in-hand, and discussed the use of an Executive Dashboard as a way to handle the reporting of definable metrics to the Board on an ongoing basis; whereupon, he showed conceptual artwork for how a dashboard might look and provided examples of possible focus areas and other metrics that could be monitored for performance, and discussion ensued.

Responding to query by Chairman Welch, Mr. Burke related that in previous evaluations, the goals were difficult to measure and the Director's scores varied greatly; that setting goals that are open to broad interpretation is not helpful; and that defining specific goals that tie the organization to industry standards would be more useful. Chairman Welch suggested that the members could establish a subcommittee to work with Mr. Rohrs to define and recommend the right set of key performance indicators to establish goals and measures for the CIO.

Mr. Thomas provided suggestions for how a subcommittee might approach the task, and Chairman Welch asked for members who would be willing to participate; whereupon, he noted that he would serve on the subcommittee along with Commissioner Seel, Mr. Burke, and Mr. Thomas.

Office of Management and Budget Director Bill Berger related that technology needs are sometimes addressed outside of BTS by the Office of Technology and Innovation or internally within each organization; and that BTS goals should be set ensuring they accurately reflect the department's performance apart from the other services, and other members provided input.

Chairman Welch indicated that a vote is needed to establish a subcommittee and confirmed with Mr. Malpass and Ms. Marcus that they would not be voting; whereupon, Mr. McCabe moved,

seconded by Mr. Dillinger and carried unanimously, that the creation of a subcommittee be approved.

### BTS STRATEGIC PLAN

Mr. Rohrs discussed the cycle of producing a strategic plan for the department that is published on an annual basis. Responding to queries by Chairman Welch, he stated that the Board is not directly involved in the process; and that BTS works with IT leadership from each organization to help form the plan. Chairman Welch noted that the current process is working well, and several members concurred.

In response to queries by the members, Mr. Rohrs stated that the TSC is tasked with evaluating emerging technologies that may be useful to various County departments; and that it works with vendors to provide demonstrations of new or underutilized features of their products, and discussion ensued regarding the language identified within the Interlocal Agreement specific to the TSC, and the representation of every agency within TSC membership.

Mr. Thomas suggested that the TSC could work to provide a report of strengths and weaknesses for each agency, both internally and within its related industry. Mr. Short stated that any task in that regard should also include reviews from the Security Panel, and Chairman Welch indicated that one goal for the CIO could be to coordinate an effort between the TSC and Security Panel with the agency stakeholders, and Mr. Rohrs concurred.

Commissioner Long noted that companies in the private sector often move faster than government; and that a local company may be able to provide insights into new and emerging technologies that might benefit the County, and discussion ensued regarding leveraging technology and artificial intelligence to utilize the right kinds of data as a means of supporting the court system and the needs of other offices.

### PENNY FOR PINELLAS TECHNOLOGY

Mr. Rohrs discussed the use of Penny for Pinellas tax revenue for infrastructure projects or hardware purchases, stating that fiber-optic installation and cabling projects have a 20- to 30-year lifespan and include significant conduit and construction costs, and Mr. Berger noted that spending Penny funds typically requires a five-year asset lifespan; and that the County Attorney's Office would need to ensure that any spending is in accordance with state statutes.

August 15, 2018

Responding to queries by Mr. McCabe, Mr. Rohrs indicated that fiber was installed in the Pinellas County Justice Center in 1996; and that it was replaced in 2016 at a cost of over \$200,000.

Mr. Rohrs related that for several years, the County has been allowed to install fiber in conduits owned by the Florida Department of Transportation (FDOT); and that FDOT's policy has recently changed and the County can no longer use the conduits. Discussion ensued, and Finance and Administration Manager Linda Morrill and Mr. Malpass provided input, and Commissioner Seel offered to reach out to FDOT for further clarification.

### ADJOURNMENT

Chairman Welch adjourned the meeting at 3:12 P.M., indicating that the Cybersecurity Workshop portion of the meeting would convene momentarily; and that the BTS Operations Center Tour would be rescheduled.