

Business Technology Services Department

Department Purpose: Business Technology Services (BTS) is the central IT (information technology) service provider to Pinellas County Government. BTS provides a full suite of technology services to all BCC departments as well as continuing services to the Constitutional Officers, independent agencies, and the Courts. BTS is governed by the BTS Board, which consists of representation from the BCC, each Constitutional Officer, and the Judiciary.

COVID-19 Update:

- Approximately 95% of BTS Department staff have been working remotely for the duration of COVID-19 and are maintaining productivity levels.
- Pre-COVID-19, the BTS Department had already begun technology transitions that ultimately better positioned County operations for remote work (remote access licensing, deployment of laptop/mobile devices, Microsoft Office 365, Microsoft Teams, etc.). COVID-19 accelerated that rollout.
- COVID-19 placed greater emphasis on “securing the human” with a focus on security awareness to help minimize social engineering security vulnerabilities because of remote work.

BTS Department Budget Summary by Program:

BTS has three primary programs: Enterprise IT Services, Custom IT Services, and Justice CCMS (Consolidate Case Management System) Program. Enterprise IT Services program captures funds associated with services that are provided to all County departments under the BCC as well as BCC approved agency affiliates, independent agencies, and Constitutional Officers. Custom IT Services program captures funds associated with services provided to a specific business need that fall outside of, or are in addition to, Enterprise IT Services. Justice CCMS program captures funds associated with the central database for all the various justice-related agencies including State Attorney, Public Defender, Sheriff, Clerk of the Circuit Court, and Judiciary. Secondary programs include Emergency Events (captures funds associated with disaster events) and Reserves (captures funds associated with financial reserves).

The following tables include Revenue & Fund Balance by Program, Expenditures by Program, and FTE by Program.

Business Technology Services Department

Business Technology Services Department Revenue & Fund Balance								
By Program								
Note that revenues and fund balance accommodate expenditures for both the BTS Department and the Office of Technology & Innovation								
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Budget	FY21 Estimate	FY22 Request	Budget to Budget Change \$	Budget to Budget Change %
Enterprise IT Services:								
Charges for Services	\$0	\$0	\$40,133,030	\$39,199,580	\$39,199,580	\$42,546,770	\$3,347,190	8.5%
Other Miscellaneous Revenues	\$46,440	\$42,012	\$53,810	\$32,850	\$27,700	\$25,220	(\$7,630)	-23.2%
Transfers From Other Funds	\$0	\$0	\$0	\$71,510	\$71,520	\$0	(\$71,510)	-100.0%
Total Program	\$46,440	\$42,012	\$40,186,840	\$39,303,940	\$39,298,800	\$42,571,990	\$3,268,050	8.3%
Custom IT Services:								
Charges for Services	\$793,427	\$824,417	\$783,964	\$694,500	\$610,940	\$610,940	(\$83,560)	-12.0%
Total Program	\$793,427	\$824,417	\$783,964	\$694,500	\$610,940	\$610,940	(\$83,560)	-12.0%
Emergency Events:								
Intergovernmental Revenue	\$0	\$0	\$575,174	\$0	\$0	\$0	\$0	0.0%
Non-Operating Revenue Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total Program	\$0	\$0	\$575,174	\$0	\$0	\$0	\$0	0.0%
Non-Program Revenues:								
Charges for Services	\$39,123,084	\$44,686,351	\$0	\$0	\$0	\$0	\$0	0.0%
Interest Earnings	\$206,777	\$744,943	\$495,544	\$184,900	\$116,780	\$110,940	(\$73,960)	-40.0%
Rents, Surplus and Refunds	\$37,726	\$11,569	\$33,544	\$0	\$15,770	\$0	\$0	0.0%
Other Miscellaneous Revenues	\$30,681	\$6,911	\$196,085	\$0	\$0	\$0	\$0	0.0%
Total Program	\$39,398,267	\$45,449,774	\$725,173	\$184,900	\$132,550	\$110,940	(\$73,960)	-40.0%
Administration Program:								
Other Miscellaneous Revenues	\$0	\$0	\$404	\$0	\$230	\$0	\$0	0.0%
Total Program	\$0	\$0	\$404	\$0	\$230	\$0	\$0	0.0%
Fund Balance	\$22,398,665	\$15,010,417	\$19,463,390	\$18,196,240	\$18,333,620	\$11,086,950	(\$7,109,290)	-39.1%
Total Revenue & Fund Balance	\$62,636,800	\$61,326,620	\$61,734,946	\$58,379,580	\$58,376,140	\$54,380,820	(\$3,998,760)	-6.8%

Business Technology Services Department

Business Technology Services Department Expenditures								
By Program								
Does not include costs to the fund from Office of Technology & Innovation								
	FY18	FY19	FY20	FY21	FY21	FY22	Budget to	Budget to
	Actual	Actual	Actual	Budget	Estimate	Request	Budget	Budget
							Change \$	Change %
Enterprise IT Services:								
Personal Services	\$15,388,622	\$14,254,251	\$13,820,410	\$16,221,270	\$14,807,050	\$17,935,990	\$1,714,720	10.6%
Operating Expenses	\$4,454,589	\$2,922,692	\$14,940,730	\$17,165,100	\$16,769,057	\$16,495,050	(\$670,050)	-3.9%
Capital Outlay	\$1,611,089	\$3,041,874	\$1,255,287	\$4,248,670	\$2,119,260	\$5,800,040	\$1,551,370	36.5%
Total Program	\$21,454,301	\$20,218,817	\$30,016,427	\$37,635,040	\$33,695,367	\$40,231,080	\$2,596,040	6.9%
Custom IT Services:								
Personal Services	\$1,160,830	\$919,996	\$931,289	\$1,105,180	\$397,820	\$246,880	(\$858,300)	-77.7%
Operating Expenses	\$162,540	\$74,167	\$343,201	\$40,980	\$10,970	\$10,970	(\$30,010)	-73.2%
Capital Outlay	\$57,637	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total Program	\$1,381,007	\$994,163	\$1,274,490	\$1,146,160	\$408,790	\$257,850	(\$888,310)	-77.5%
Justice CCMS Program:								
Personal Services	\$0	\$0	\$1,295,728	\$1,413,980	\$1,577,550	\$1,726,610	\$312,630	22.1%
Operating Expenses	\$42,384	\$96,786	\$145,701	\$829,640	\$516,165	\$855,260	\$25,620	3.1%
Capital Outlay	\$93,270	\$92,424	\$109,545	\$0	\$0	\$0	\$0	0.0%
Total Program	\$135,654	\$189,210	\$1,550,974	\$2,243,620	\$2,093,715	\$2,581,870	\$338,250	15.1%
Emergency Events:								
Personal Services	\$0	\$0	\$260,925	\$0	\$0	\$0	\$0	0.0%
Operating Expenses	\$0	\$0	\$170,553	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$56,547	\$0	\$0	\$0	\$0	0.0%
Total Program	\$0	\$0	\$488,025	\$0	\$0	\$0	\$0	0.0%
Reserves Program:								
Reserves	\$0	\$0	\$0	\$5,370,150	\$0	\$2,557,950	(\$2,812,200)	-52.4%
Total Program	\$0	\$0	\$0	\$5,370,150	\$0	\$2,557,950	(\$2,812,200)	-52.4%
Total BTS Expenditures	\$22,970,961	\$21,402,189	\$33,329,916	\$46,394,970	\$36,197,872	\$45,628,750	(\$766,220)	-1.7%
Total BTS Expenditures Excl Reserves	\$22,970,961	\$21,402,189	\$33,329,916	\$41,024,820	\$36,197,872	\$43,070,800	\$2,045,980	5.0%

NOTE: During FY17 – FY19, the BTS Department included cost center 647110 Enterprise Licenses & Maintenance Support. When the Office of Technology & Innovation (OTI) Department was created (effective FY20), 647110 was assigned to OTI. Therefore, the historical actuals for 647110 are now reflected in OTI's history.

For FY22, BTS mistakenly allocated 4.0 FTE to Enterprise IT Services program instead of Custom IT Services program. That allocation, and the resulting costs (~ \$467,000), will be corrected for the FY22 Proposed Budget.

Business Technology Services Department

BTS Department FTE						
By Program						
	FY18 Budget	FY19 Budget	FY20 Budget	FY21 Budget	FY22 Request	Budget to Budget Change
BCC Strategic Projects	2.0	0.0	0.0	0.0	0.0	0.0
Custom IT Services	12.0	11.0	9.0	10.0	2.0	(8.0)
Enterprise IT Services	151.0	135.0	129.0	126.0	137.0	11.0
Justice CCMS	0.0	0.0	8.0	10.0	12.0	2.0
Total Department	165.0	146.0	146.0	146.0	151.0	5.0

- Effective FY19, 19.0 FTE were transferred from BTS Department to OTI Department.
- Effective FY21, 4.0 FTE that were previously funded by BCC Strategic Projects (in the OTI Department) for the Enterprise Asset Management project will be returning to the BTS Department.
- FY22 also includes 1.0 additional FTE for County ADA Compliance. This position was originally discussed during the Office of Human Rights budget meeting with the BCC on 6/5/20. Subsequent discussions with the BTS Technical Steering Committee resulted in the determination that this work should reside within the BTS Department. For FY21, this work is being performed by a long-term temporary (Digital Accessibility Program Manager) and is funded in FY21 using projected Personal Services lapse.
- For FY22, BTS mistakenly allocated 4.0 FTE to Enterprise IT Services program instead of Custom IT Services program. That allocation, and the resulting costs (~ \$467,000), will be corrected for the FY22 Proposed Budget.

Enterprise IT Services:

Revenue for this program is increasing by \$3.3M. Charges for Services is comprised of intergovernmental allocations to BCC departments and non-BCC departments. Cost allocations are determined by the best available unit of measure of the customers' consumption of various services provided by the BTS Department and the OTI Department.

In the previous tables, expenditures for this program are increasing by \$2.6M. The Personal Services component of this increase is \$1.7M and is a function of two key factors. The first key factor is the addition of 5.0 FTE to the department. As shared in the footnotes to the FTE by Program table, 4.0 FTE are transfers from the OTI Department and are returning to the BTS Department due to the Enterprise Asset Management (EAM) project nearing completion. Upon completion of the EAM implementation (February 2022), these 4.0 FTE will remain in a support capacity unless/until EAM goes away. Note that these 4.0 FTE are net neutral to the fund. The

Business Technology Services Department

remaining additional 1.0 FTE is currently being funded during FY21 using Personal Services lapse. This position is a long-term temporary and is a Digital Accessibility Program Manager.

The second key factor is the reallocation of existing resources between programs within the department. This reallocation between all programs (see the preceding FTE by Program table) results in an increase of 6.0 existing FTE to the Enterprise IT Services program. As previously mentioned, BTS mistakenly allocated 4.0 FTE to Enterprise IT Services program instead of Custom IT Services program. That allocation, and the resulting costs (\$~ \$467,000), will be corrected for the FY22 Proposed Budget. After allowing for that 4.0 FTE correction, the Enterprise IT Services program reflects a reallocation of 2.0 FTE that were previously allocated to Custom IT Services.

Remaining expenditures in this program are increasing by \$881,320. This is primarily due to the timing of completion of various initiatives and additional funding requirements for initiative completions. The Network Segmentation (an approved FY21 Decision Package) project will not be completed as originally planned during FY21; therefore, a carry forward appropriation of \$367,600 is needed in FY22. In addition, the department determined that there is a need to augment BTS Department staff in support of this project. BTS had originally intended to complete this work during FY21 and planned to fund this work using FY21 payroll lapse from three vacant Networking positions. Those positions are anticipated to be filled by September 2021. This augmentation support work now shifts to FY22. This requested \$200,000 is a one-time expenditure.

The Legacy Application Modernization (also an approved FY21 Decision Package) project was originally planned as a two-year initiative. FY22's funding requirement to complete the project is \$132,000 higher than the FY21 budgeted component. The total two-year cost for this FY21 Decision Package is unchanged.

The Oracle EBS (Enterprise Business Suite) and OBIEE Upgrade initiative that was approved by the BCC on 3/9/21 is currently being funded in FY21 using payroll lapse. The department determined that there is a need for functional analyst services in support of this upgrade. In FY22, that request is \$201,600. This is a carry forward attributable to the project timeline. It is not an increase in the project budget. BTS does not anticipate the opportunity to absorb this \$201,600 in FY22 via payroll lapse.

The Application Access Portal (also an approved FY21 Decision Package) project was originally approved for implementation during FY21. This project allows users to access applications securely using multi-factor authentication with a single username and password. Several applications are in production, with additional applications to be added in the near future. The FY22 Budget reflects lower than originally planned implementation and ongoing subscription costs as a result of negotiations with the contracted vendor.

Business Technology Services Department

Custom IT Services:

Revenue for this program is decreasing by \$83,560. These Charges for Services are invoiced based on services rendered. The decrease is due to reductions in custom services requests.

In the previous tables, expenditures for this program are decreasing \$888,310. As previously mentioned, BTS mistakenly allocated 4.0 FTE to Enterprise IT Services program instead of Custom IT Services program. That allocation, and the resulting costs (~ \$467,000), will be corrected for the FY22 Proposed Budget. After allowing for that correction of 4.0 FTE, the resulting decrease of 4.0 existing FTE reflects a service level shift from Custom IT Services to Enterprise IT Services for the Pinellas County Tax Collector (PCTC). BTS and PCTC reached agreement on a revised Service Level Agreement (SLA). This better aligns with the tasks and functions that BTS staff provide in support of the PCTC.

Justice CCMS Program:

Revenues associated with Justice CCMS are included in the charges for services account within the Enterprise IT Services program and are funded by the County (General Fund) as per Article V of the State Constitution.

Expenditures for this program are increasing \$338,250. This is primarily due to the realignment of 2.0 existing FTE from Enterprise IT Services to the Justice CCMS Program in support of initiatives as directed by the CJIS (Criminal Justice Information System) Policy Board. In addition to support of approved initiatives, BTS is also responsible for operational support.

Potential Threats:

- Cyber security in an everchanging technology environment.
- Digital accessibility to public content poses risk to County.

Decision Packages (in ascending department rank order):

- 24 x 7 Security Operations Center (SOC) Service
 - \$316,050 in FY22 (includes onboarding + subscription fees); \$264,000 annual ongoing services (subscription fees).
 - Security Assessment was completed in FY21 by an outside security consultant. Findings revealed a need for a Security Operations Center (SOC) that would operate 24 x 7.
 - New/enhanced security includes the following.
 - Managing detection and response to detect attacks during and after they occur.
 - Managing risks to prevent known attacks before they occur.

Business Technology Services Department

- Examples of critical infrastructure include Utilities Water (SCADA), Public Works Intelligent Transportation Systems, and Supervisor of Elections infrastructure.
- BTS considered in-house options and outsource options to provide this service. In-house would require 4.0 additional FTE. Outsourcing is a more cost-effective means to provide the service.
- Accessibility & ADA Compliance Tools
 - \$135,000 in FY22; \$105,000 annual ongoing subscription fees.
 - The proposed solution includes compliance tools and training to address accessibility issues with electronic documents and web content.
 - The expected results of this DP will be an awareness and better understanding of the volume of non-ADA compliant documents and public-facing content and to assist staff with remediation. This will assist BTS with determining plans/next course of actions to be taken.
 - Note that the previously mentioned Digital Accessibility Program Manager is intended to establish the digital accessibility program for implementation throughout the County. At present, the duration of that position is yet to be determined, as is the future department that should retain this function.
- Oracle ERP (Enterprise Resource Planning) Modernization Release 2 of 3
 - \$1,832,000 in FY22; \$95,000 annual ongoing licensing/maintenance fees.
 - The proposed solution is a complete Oracle ERP upgrade to version 12.2.10. The current ERP was installed in 2010 and has not been updated since.
 - BTS has documented 259 pain points to perform core functions. Many core capabilities and integrations were never deployed, and several modules were not fully configured.
 - Project timelines and total cost estimate:
 - Release 1: Mar 2021 – Jan 2022
 - Release 2: Jan 2022 – Sep 2022
 - Release 3: Sep 2022 – May 2023
 - Total project expenditure plan = \$4,540,000 (FY21 – FY26; includes annual continuous improvement, software support, and recurring training for OPUS customers through FY26)

Additional Request:

- Case Management and Document Sharing System for Paperless Court
 - This item was originally submitted as a Decision Package by the State Attorney.
 - The COVID-19 pandemic highlighted the need for a paperless court system that provides for e-discovery, cloud documentation and evidence sharing, e-filing, e-service, victim/witness automated notification services, case management, video

Business Technology Services Department

conferencing with transcription, translation services for seven languages, and other critical functions useful to State Attorneys and Public Defenders.

- The State Attorney's research indicates that STACweb is the best and most cost-effective option.
- \$308,263 in FY22 (\$160,290 one-time costs, \$147,973 recurring first year costs)
- \$152,412 in FY23 annual ongoing licensing/maintenance fees (assuming 3.0% annual increases)
- Conversion process is estimated at 9 – 12 weeks.
- This item has been reviewed and supported by the CJIS Policy Board.
- There may be some potential expenditure offsets related to Tyler Technologies services that are currently charged to the BTS fund and are allocated via the cost plan to the General Fund. Staff is working to determine that potential.

Capital Improvement Program (CIP):

BTS employs a funding strategy for CIP that provides a consistent amount each year. That annual amount was based on a multi-year expenditure projection from approximately 10 years ago. The FY22 request is consistent with that strategy. BTS has been able to accommodate CIP expenditures for end of life and growth purchases within that annual amount.

The transition to the Cloud is a multi-year initiative. During this transition period, current infrastructure must be maintained to accommodate applications that have not yet moved to the Cloud. Based on current projections, BTS anticipates the need to augment CIP funding for the FY24 budget year. To better position for this and prior to the FY23 budget preparation, BTS recommends a reevaluation of BTS CIP funding to right size for the next 5-10 years. This will provide for the more current strategies of Cloud adoption and advanced shifts in on-premise technology.

The following is a summary of CIP requests by center. Note that these CIP requests are already reflected in the preceding Expenditures by Program table.

- Enterprise CIP increased 238.5% (\$1.0M)
- Network Enterprise CIP decreased 27.5% (-\$614,020)
- Server Enterprise CIP decreased 18.9% (-\$135,060)
- Storage Enterprise CIP decreased 24.1% (-\$187,000)
- Telephone Enterprise CIP increased 1.2% (\$18,870)
- Each of the above referenced five centers for BTS CIP includes anticipated end-of-life replacements and moderate growth in each respective area (Network, Computer, Storage, and Telephone).

Business Technology Services Department

Business Technology Services Department						
CIP Centers Only						
	FY18	FY19	FY20	FY21	FY21	FY22
	Actual	Actual	Actual	Budget	Estimate	Request
Enterprise Capital Improvement Plan	48,480	107,895	44,515	422,400	0	1,430,000
Network Enterprise Capital Improvement Plan	699,549	1,846,314	492,956	2,232,400	882,400	1,618,380
Server Enterprise Capital Improvement Plan	740,966	457,753	614,117	715,520	714,860	580,460
Storage Enterprise Capital Improvement Plan	694,901	1,185,655	499,608	776,000	475,000	589,000
Telephone Enterprise Capital Improvement Plan	0	1,804	74,607	1,566,650	0	1,585,520
Total BTS CIP Expenditures	2,183,896	3,599,421	1,725,803	5,712,970	2,072,260	5,803,360

Related Supporting Documents:

Attachment 1 – BTS Budget Reports

Attachment 2 – BTS Organizational Chart

Attachment 3 – BTS Budget Presentation to BTS Board (04/15/21)