Pinellas County
Business Technology Services

BTS Board Meeting

April 15, 2021

Agenda

1. Call to Order – Ken Burke, Chair

2. Designation of Voting Members – Ken Burke, Chair

3. **Voting Item:**
    - *Approval of February 24, 2021 Meeting Minutes* – Ken Burke, Chair

4. Citizen Comments – Ken Burke, Chair

5. **Voting Item:**
    - *FY2022 BTS Budget and Decision Packages*
        1. Cybersecurity
        2. Digital Accessibility
        3. ERP Strategy

6. **Information Items:**
    - Digital Accessibility Coordinator (ADA Compliance) – Lynda Morrill, BTS
    - Single Sign-On Application Portal Update – Jamie Ferrazano, BTS
    - Telecommunications Phone System Refresh (VoIP) – Scott Davis BTS
    - BTS CIO Measures – Jeff Rohrs, BTS
    - CIO Update – Jeff Rohrs, BTS

7. Adjournment – Ken Burke, Chair

FY2022 BTS Budget

Jeff Rohrs, BTS Chief Information Officer
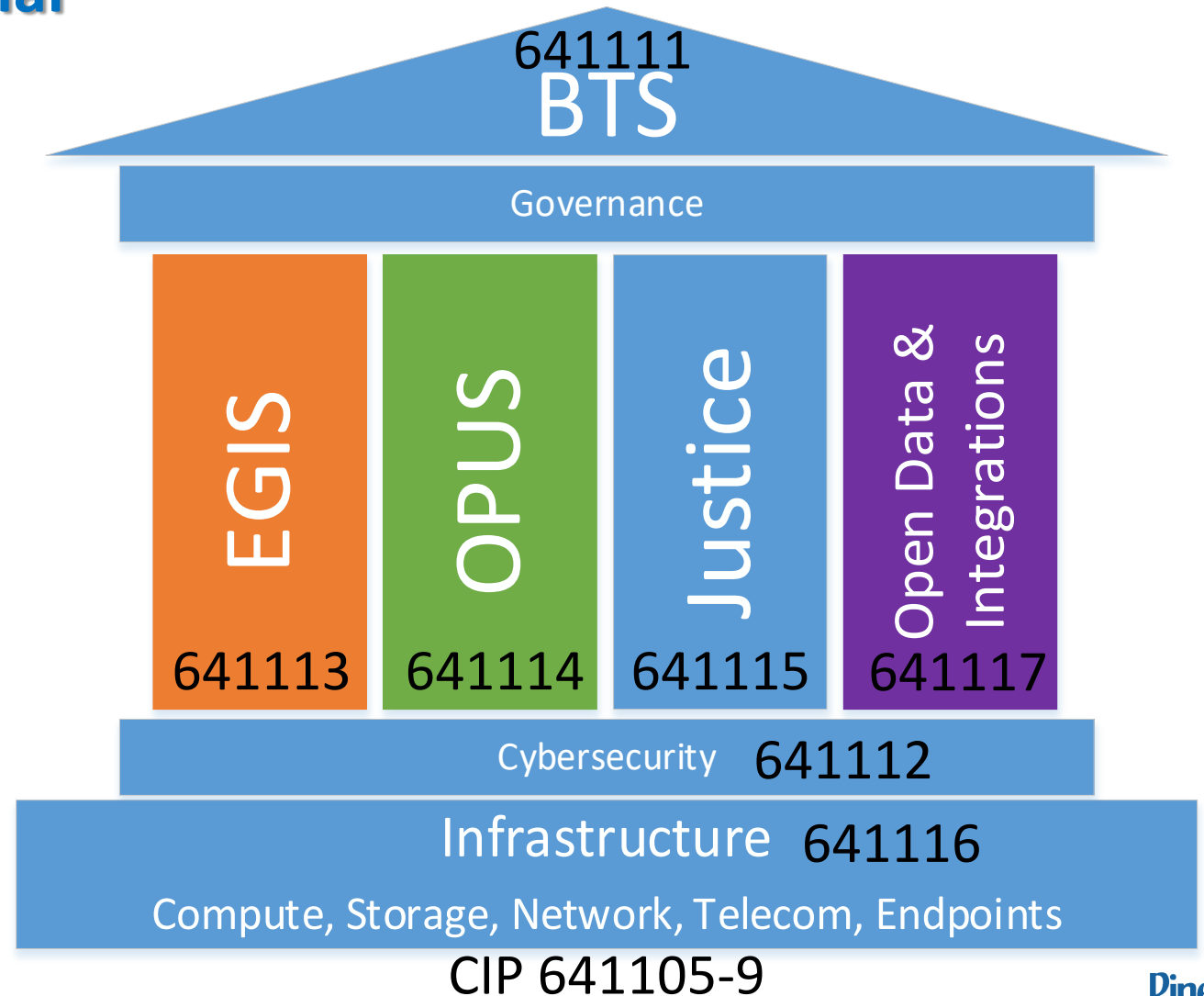
Answering the Call for Transparency
BTS Cost Center by Strategic Pillar

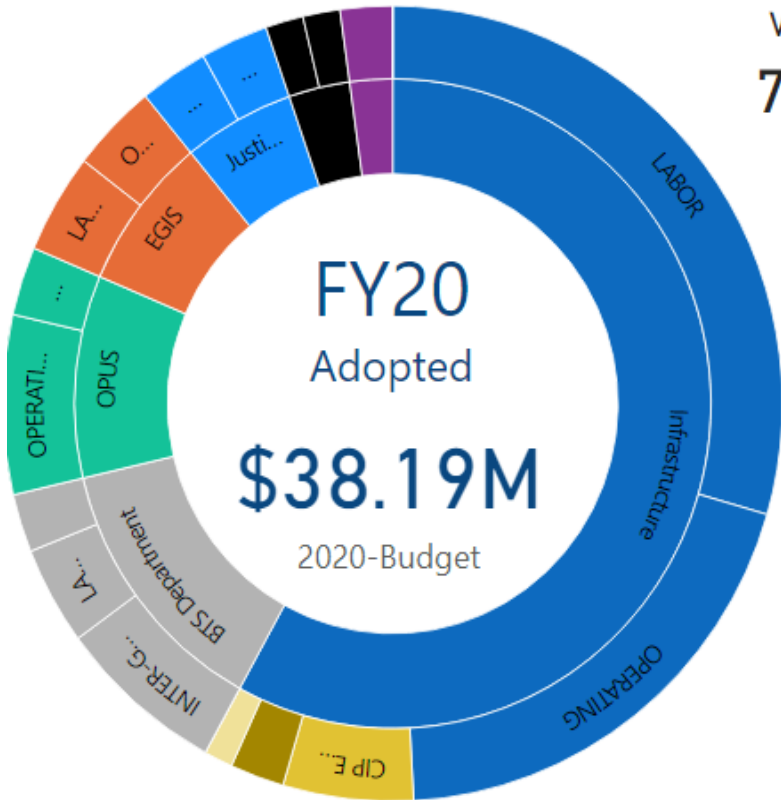All Labor & Operating Budgets are by BTS Strategic Pillar cost center

All BTS Operating Budget Items to these Pillars are Enterprise Program 7021 w/Justice to 7009 and Independent *Custom Service to** 7022

*Custom Service Items for Human Resources & County Attorney Items tracked to 641116, 7022 and allocated directly in the BTS Cost Plan.
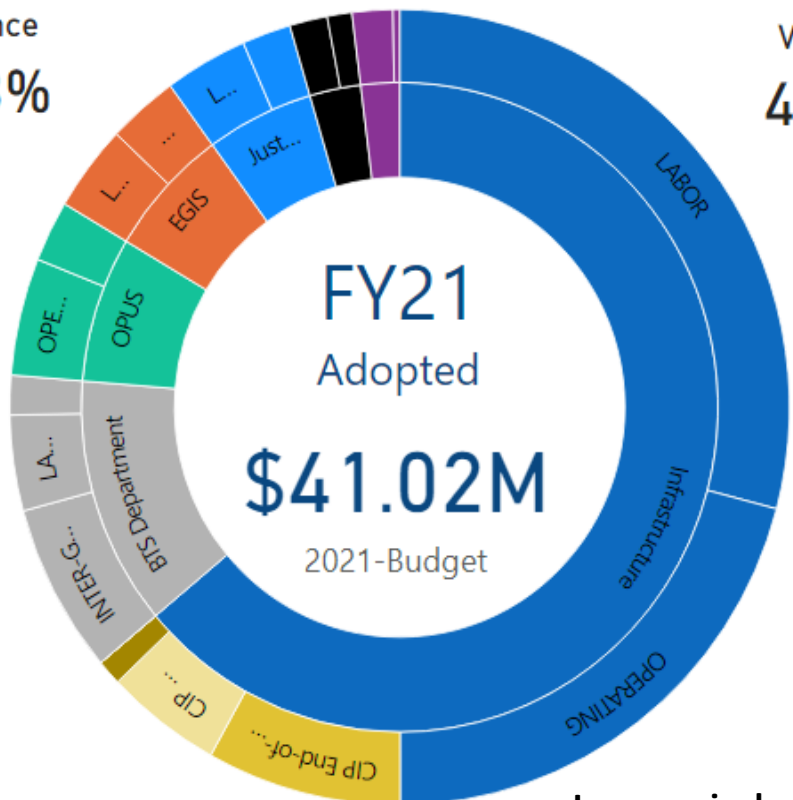
Infrastructure CIP tracked by EOL & Growth With a Cost Center for Future Years, Compute, Storage, Network and Telecom 641105-09, program 7021

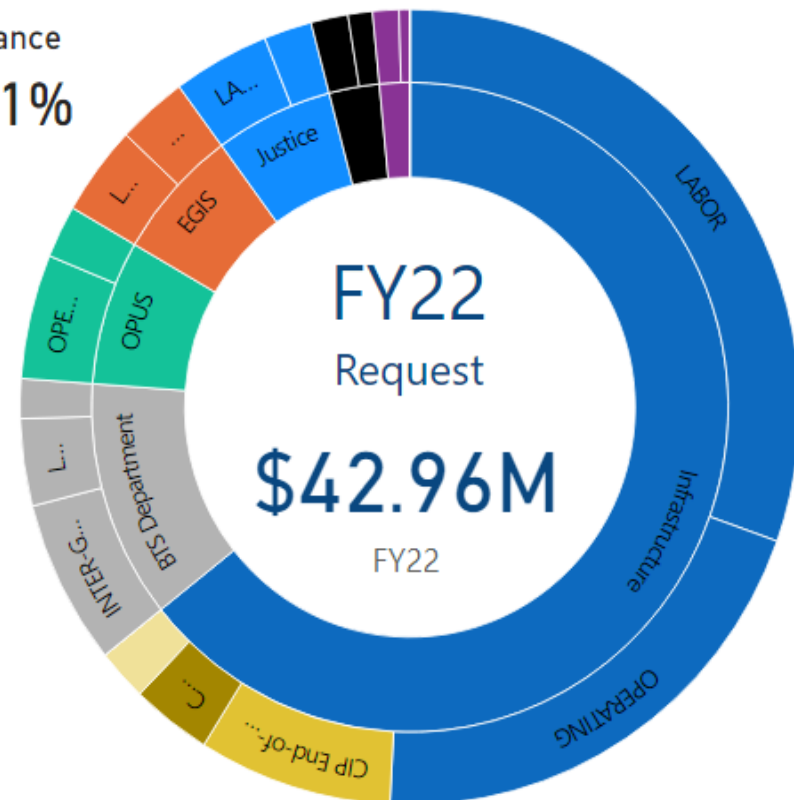
641111
BTS
Governance

EGIS 641113
OPUS 641114
Justice 641115
Open Data & Integrations 641117

Cybersecurity 641112

Infrastructure 641116
Compute, Storage, Network, Telecom, Endpoints
CIP 641105-9

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BUSINESS TECHNOLOGY SERVICES

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BTS Total Budget 3yr Compare

Variance 7.43%

Variance 4.71%

FY20 Adopted $38.19M 2020-Budget

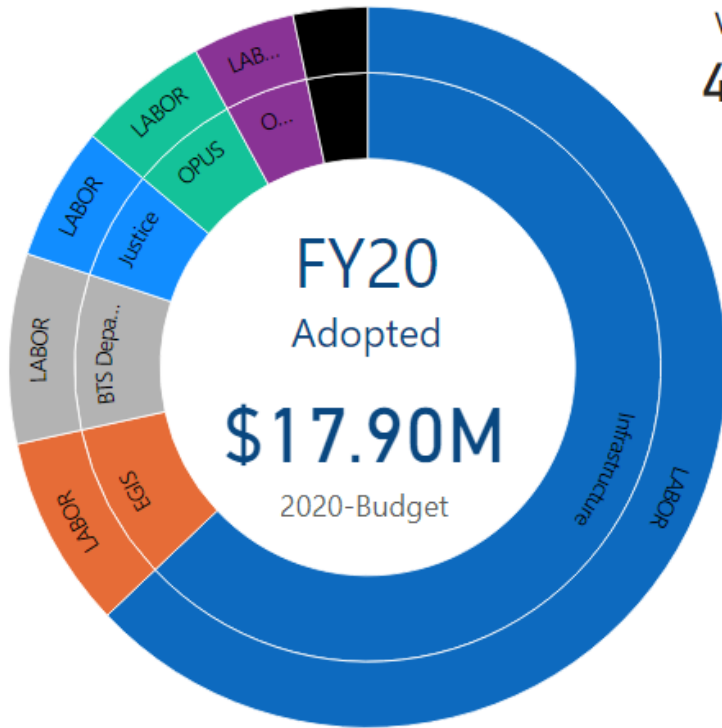FY21 Adopted $41.02M 2021-Budget

FY22 Request $42.96M FY22

Increase includes:
- Annual CIP EOL & Growth
- Approved Decision Packages

Increase includes:
- Annual CIP EOL & Growth
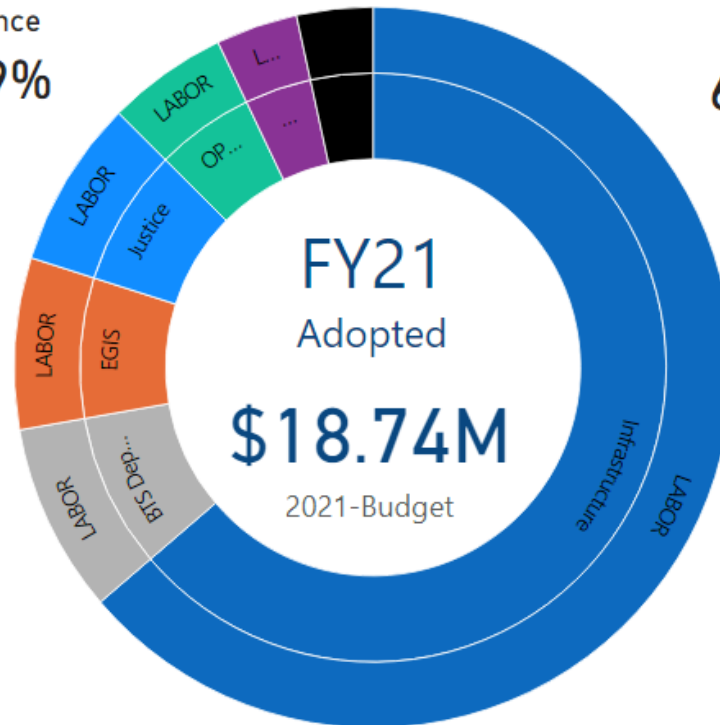- Approved FY21 Decision Packages Recurring & Remaining One-Time balances.

Does Not Include: FY22 Proposed Decision Packages
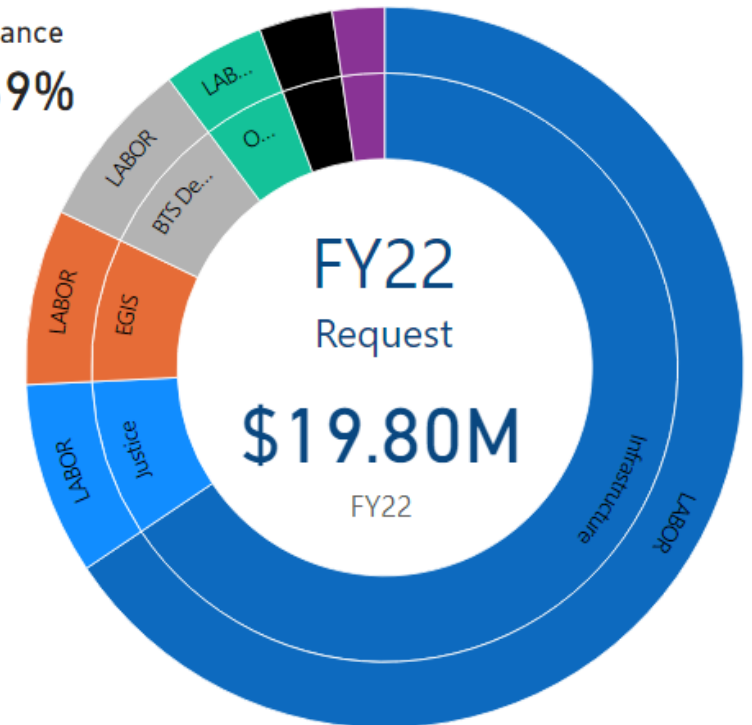
Does not include Reserves
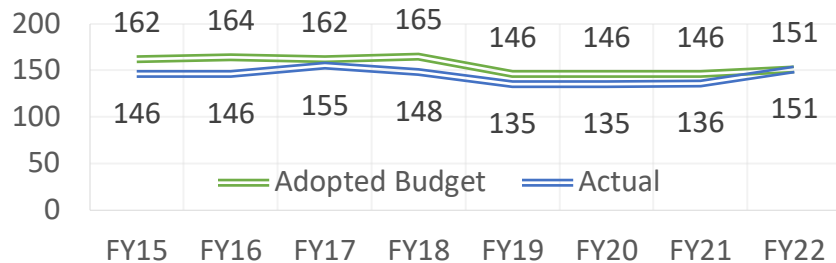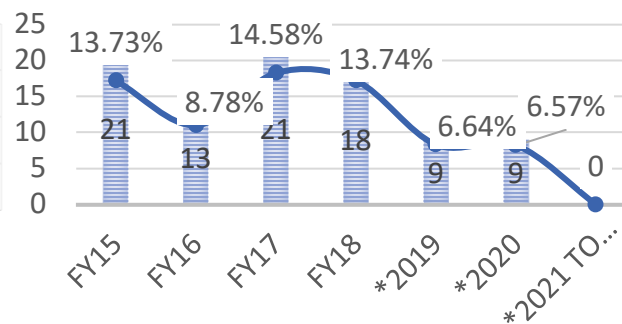
BTS Labor Budget 3yr Compare

Variance 4.69%

FY20 Adopted
$17.90M
2020-Budget

Variance 6.69%

FY21 Adopted
$18.74M
2021-Budget

FY22 Request
$19.80M
FY22

Total Headcount

Adopted Budget: 162, 164, 162, 165, 146, 146, 146, 151
Actual: 146, 146, 155, 148, 135, 135, 136, 151

FY15 FY16 FY17 FY18 FY19 FY20 FY21 FY22

Adopted Budget — Actual

BTS Staff Turnover

13.73% (21), 8.78% (13), 14.58% (21), 13.74% (18), 6.64% (9), 6.57% (9), 0

FY15 FY16 FY17 FY18 *2019 *2020 *2021 TO...

Includes:
Position Shifts:
- Shift of 4 EAM Project Positions to BTS Base Budget
- Added 1 PAO Custom SLA Position

Position Maintenance:
- Added Temporary/Contract Position for Technical Accessibility (ADA) Services; Filled FY21 and funded w/BTS payroll lapse.
- Converted 2 multi-year Temporary Positions to FTE in support of Computer Replacement Program.

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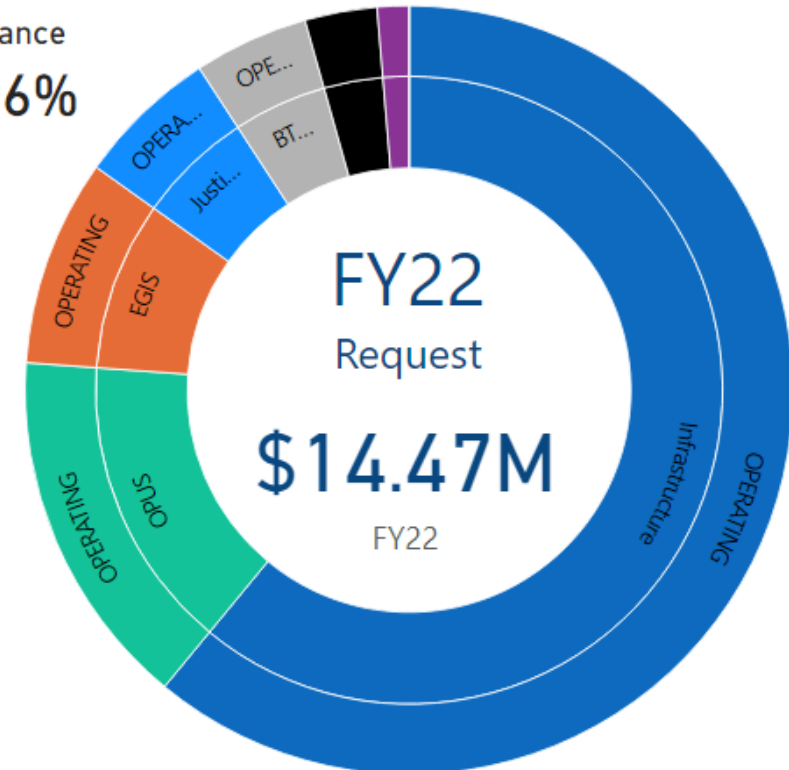
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BTS Operating Budget 3yr Compare

The BTS Operating budget is comprised of operating expenses of enterprise software, licenses and maintenance. In addition, data connectivity, telephone expenses, and Internet are included. BTS departmental expenses are also included in the BTS operating budget.
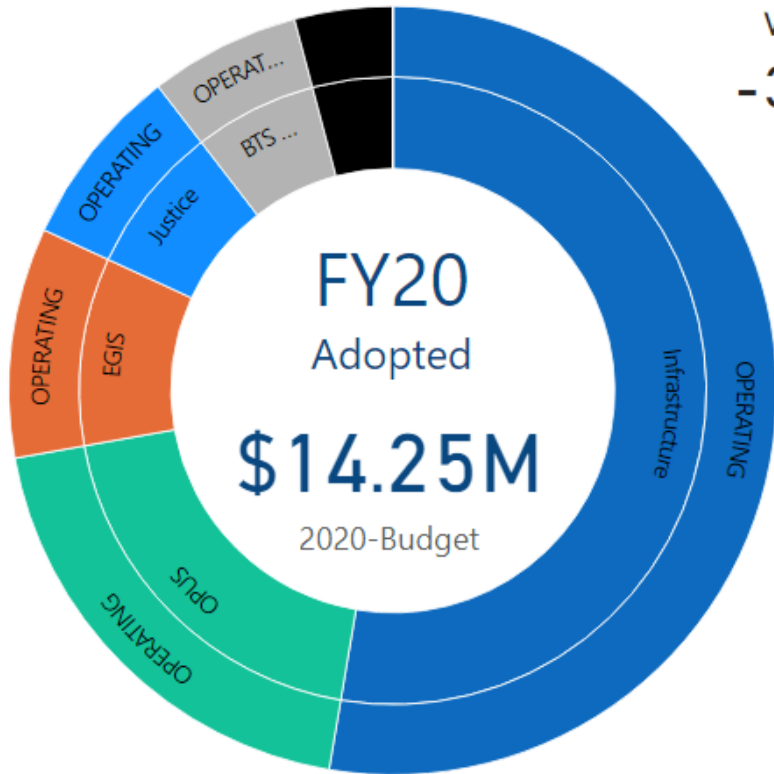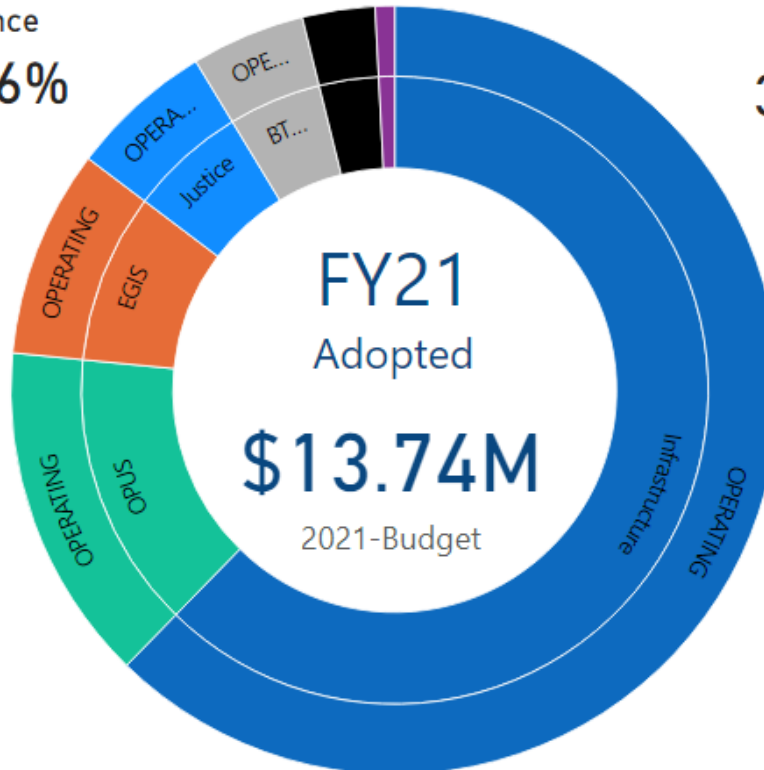
Includes:

- Expected contractual increases to operating agreements.
- Network Segmentation FY21 Decision Package FY22 Recurring.
- Network Segmentation (Additional) Professional Services re-budgeted FY22.
- Application Access Portal FY21 Decision Package;

- Legacy Application Modernization FY21 Decision Package; 25% Year 1 re-budgeted with Year 2 request.
- Re-budgeted remaining OPUS Upgrade expenses expected for FY22; Initial funding from FY21 Lapsed Funds.
- Oblique Imagery budgeted to fly Annually vs. Biannually.

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BTS Service Operating Top 10

Top 10 Service Operating Agreements
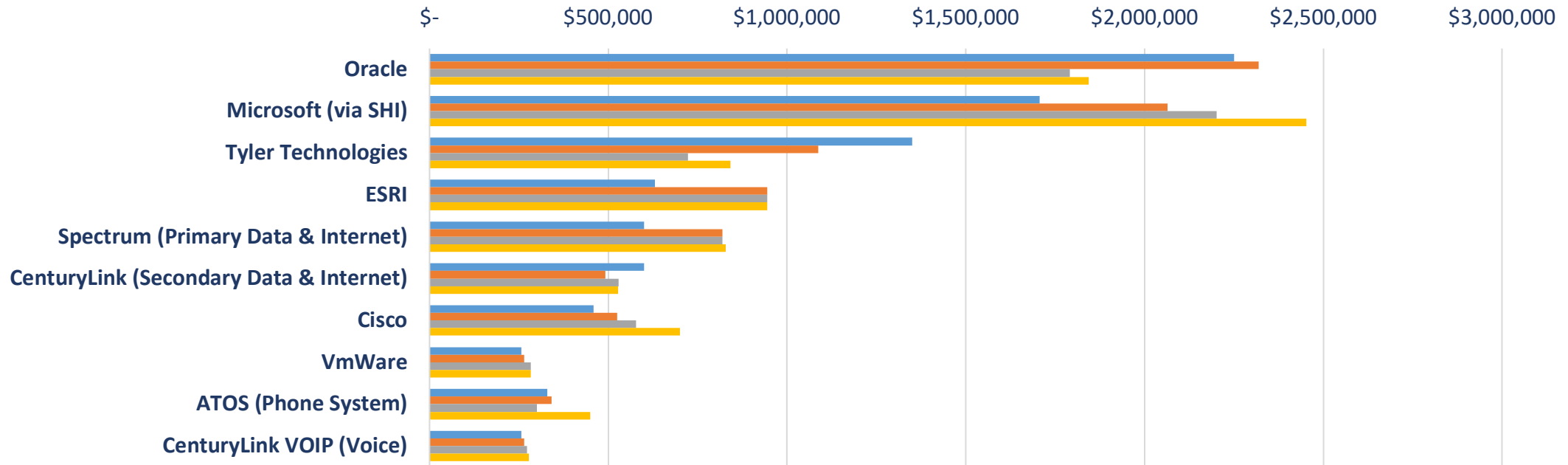
	CenturyLink VOIP (Voice)	ATOS (Phone System)	VmWare	Cisco	CenturyLink (Secondary Data & Internet)	Spectrum (Primary Data & Internet)	ESRI	Tyler Technologies	Microsoft (via SHI)	Oracle
FY19	$256,938	$330,115	$256,940	$459,000	$600,000	$600,000	$630,000	$1,350,575	$1,707,000	$2,251,016
FY20	$264,646	$341,531	$264,650	$525,000	$492,466	$818,875	$945,000	$1,087,340	$2,064,330	$2,318,547
FY21	$272,585	$300,162	$283,280	$577,500	$528,466	$818,875	$945,000	$723,650	$2,201,130	$1,790,556
FY22	$278,100	$449,160	$283,280	$700,000	$528,000	$828,000	$945,000	$841,400	$2,452,800	$1,844,280

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BTS OPUS Pillar Budget 3yr Compare
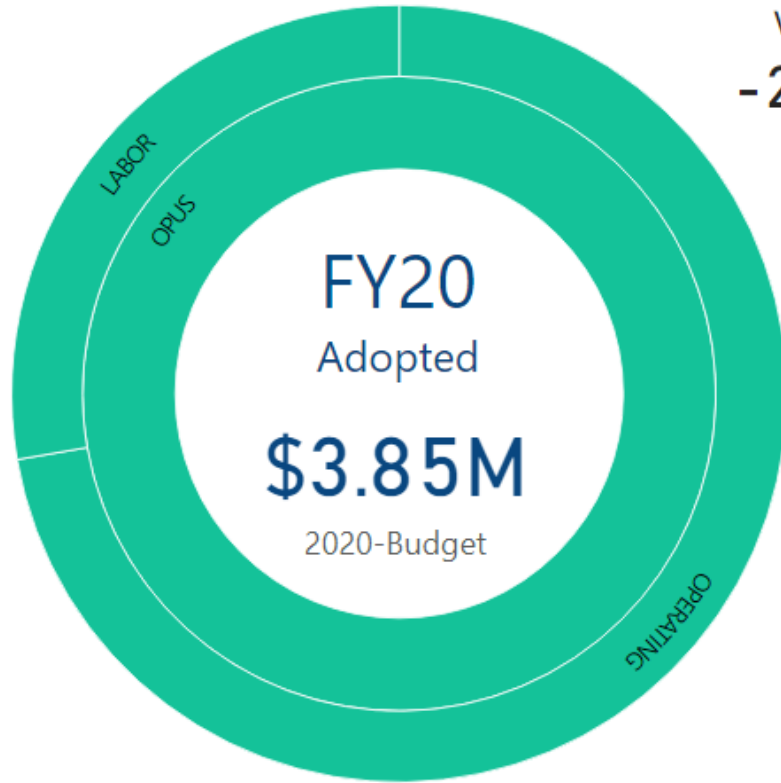
Variance
-22.73...

Variance
4.22%

FY20
Adopted
$3.85M
2020-Budget

FY21
Adopted
$2.97M
2021-Budget

FY22
Request
$3.10M
2022-BudgetRequest

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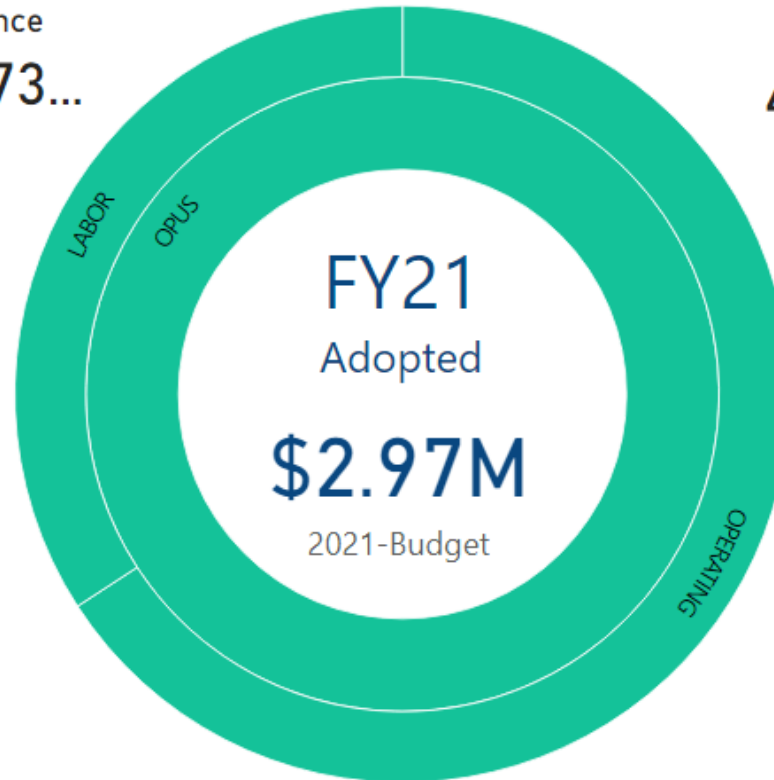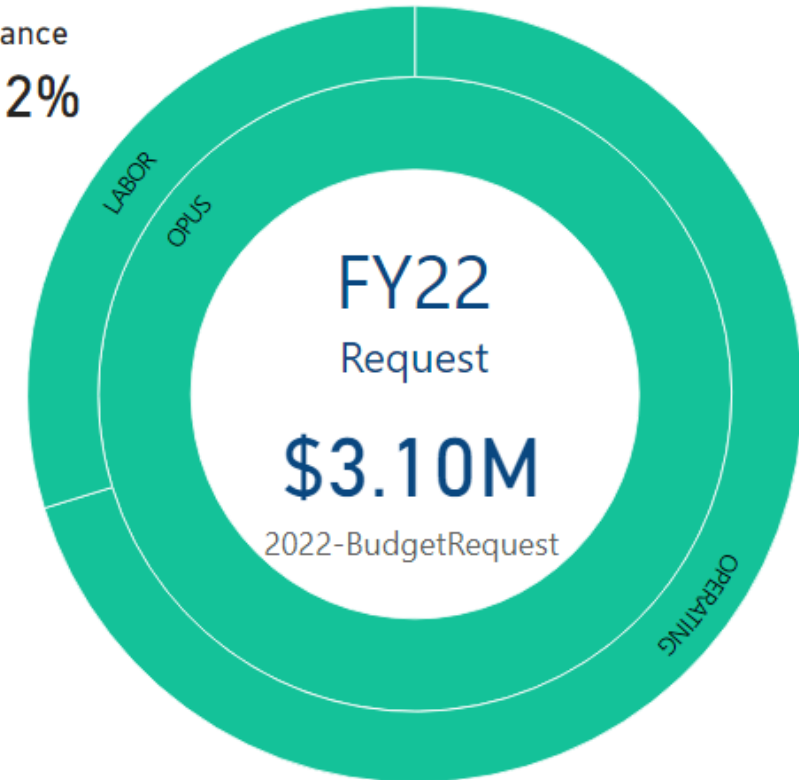
BTS Justice Pillar Budget 3yr Compare
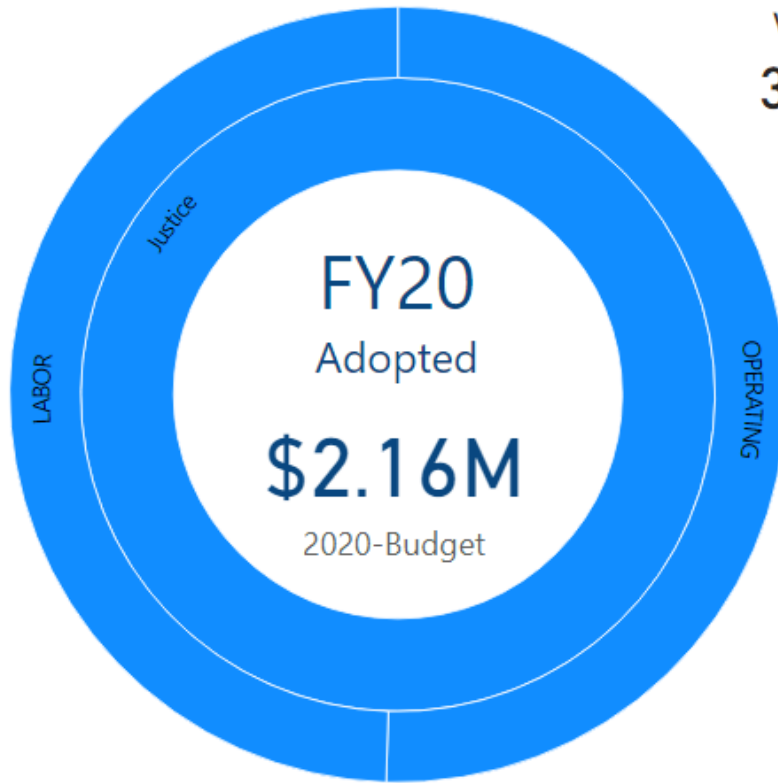
Variance 3.66%

Variance 15.08%

FY20 Adopted $2.16M 2020-Budget

FY21 Adopted $2.24M 2021-Budget

FY22 Request $2.58M 2022-BudgetRequest

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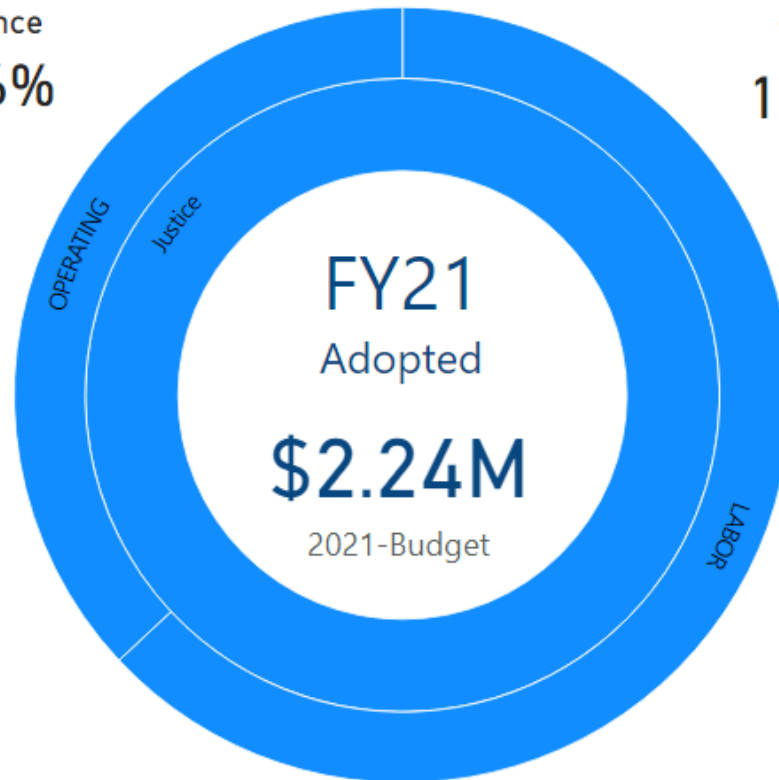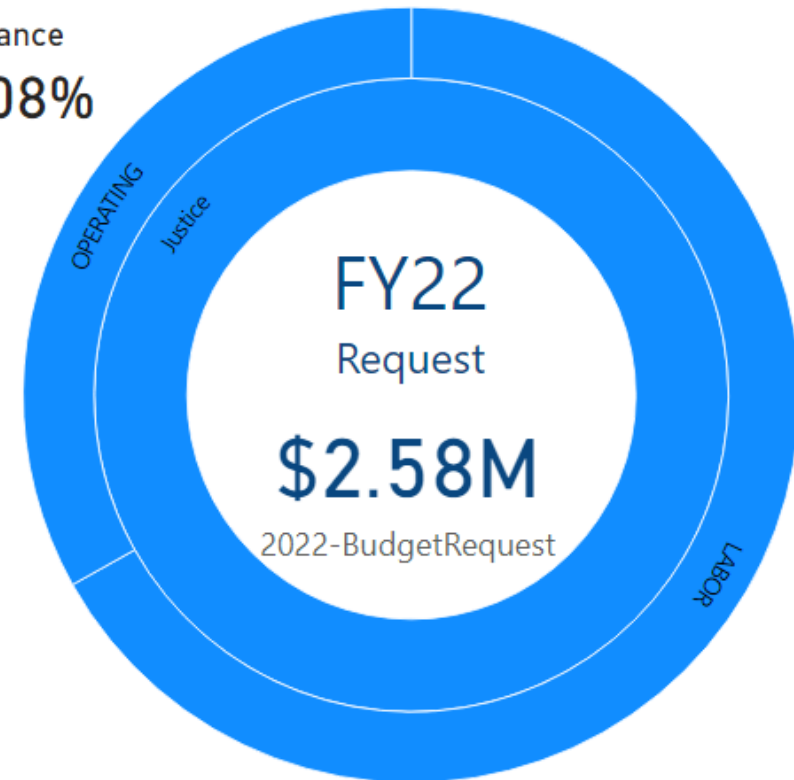
BTS Capital (CIP) Budget 3yr Compare

Annual fluctuations are results of 10 year Capital Improvement Plan (CIP)
FY21 reflects $1.25M increase for Network Segmentation approved decision package.

CIP End-of-Life and Growth Planning

BTS Capital Improvement Plan History

Fiber Project
950K One-Time

Network Segmentation
$1.25M One-Time

Phone System EOL

Major Network EOL

Major Storage EOL

Approved Recurring
2.1M Smooths
Funding Request
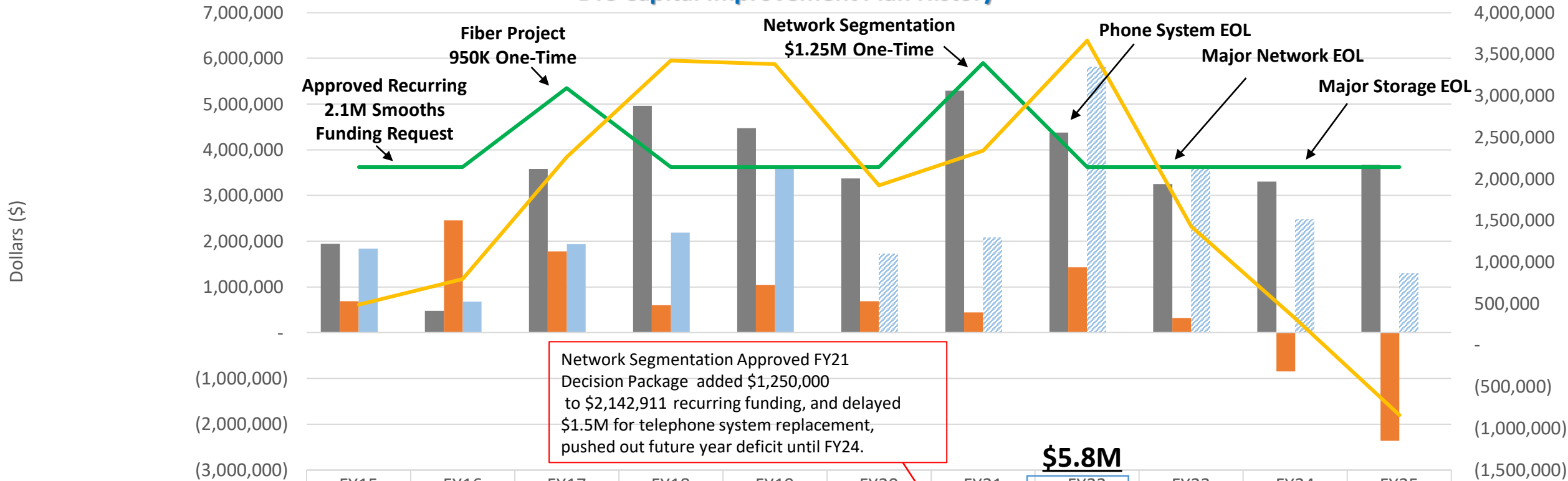
Network Segmentation Approved FY21
Decision Package added $1,250,000
to $2,142,911 recurring funding, and delayed
$1.5M for telephone system replacement,
pushed out future year deficit until FY24.

$5.8M

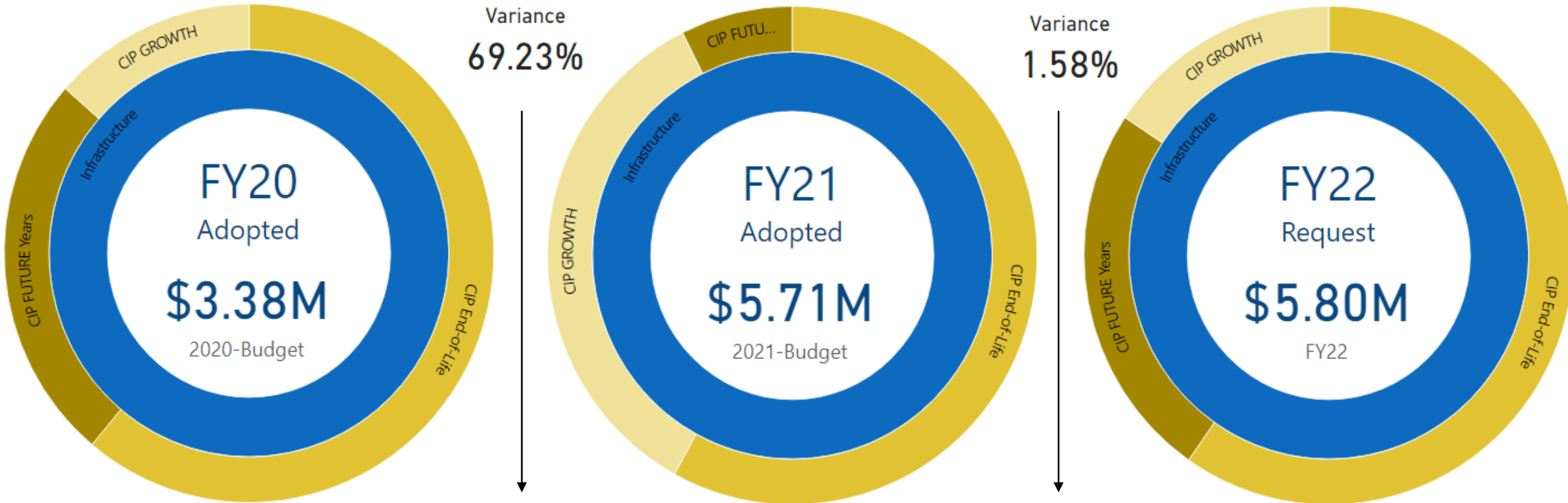|	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Expenditure Budget	1,946,840	482,440	3,579,330	4,962,142	4,474,430	3,375,922	5,290,570	4,373,345	3,253,259	3,304,572	3,667,447
Reserve Future Years	684,793	2,455,755	1,774,323	600,946	1,047,673	689,671	442,130	1,430,005	319,657	(842,004)	(2,366,540
Actual/Estimated Expenditures	1,836,350	677,452	1,933,477	2,183,896	3,599,421	1,725,803	2,072,261	5,803,350	3,572,916	2,462,568	1,300,907
Recurring Appropriation	2,142,911	2,142,911	3,092,911	2,142,911	2,142,911	2,142,911	3,392,911	2,142,911	2,142,911	2,142,911	2,142,911
Balance Forward	488,722	795,283	2,260,742	3,420,176	3,379,192	1,922,682	2,339,789	3,660,440	1,430,005	319,657	(842,004)

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FY22 BTS Budget Request

Action: BTS Board Review and Approval

Requested Actions

❑ BTS Board support and approval of the FY22 BTS Budget request in coordination with the County Administrator and Office of Management & Budget.

BTS Budget Summary

FY21 Adopted BTS Base Budget *w/Inter-Gov Charges*	**$ 35.31M**
FY22 BTS Base Budget Request *w/Inter-Gov Charges*	**$ 37.15M**
FY22 BTS CIP **$1,000,005 of total is Balance Forward*	**$ 5.80M***
Total FY22 BTS Request	**$ 42.96M**
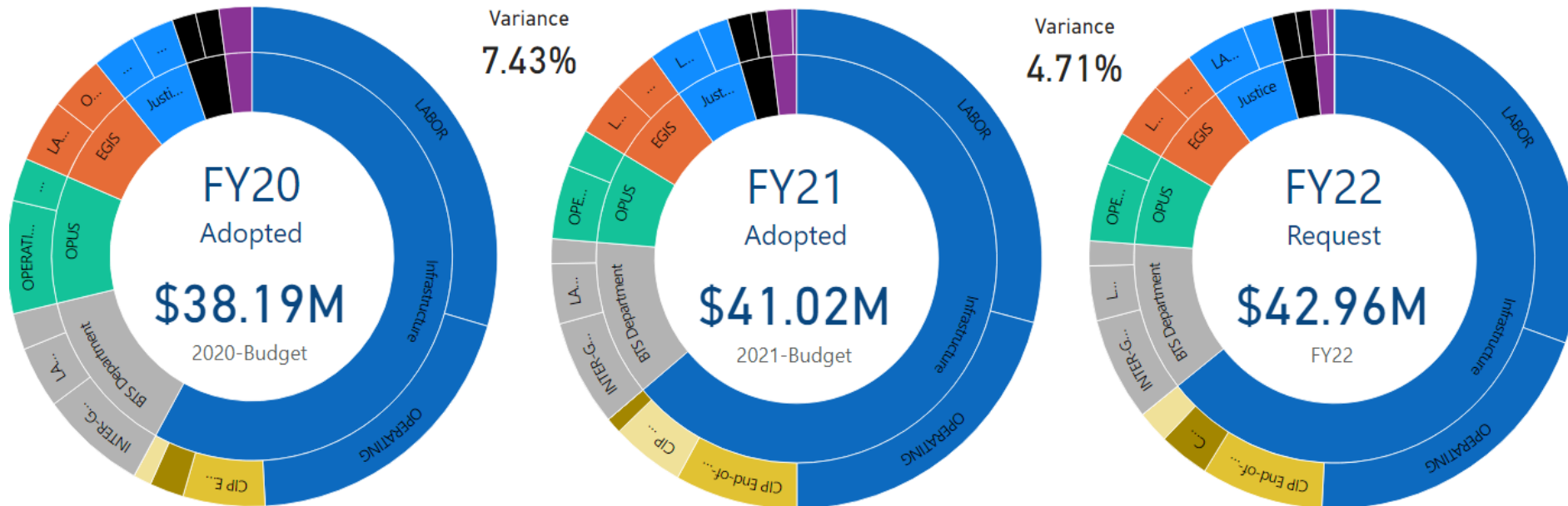
Pinellas County
Business Technology Services

Decision Packages

FY21 Status

✔ *Network Segmentation;*

  Approved $1.25M; Procurement Complete; SOW finalized; project kickoff 3rd Qtr. FY21 w/Est Completion 1st Qtr. FY22.

✔ *Application Access Portal*

  Approved $400K; Implementation Complete. Rollout in progress. Negotiated lower future year recurring impact by 25%.

✔ *Legacy Application Modernization;*

  Approved $332K; Contractors Retained BTS & OTI; 75% spent and 25% re-budgeted with Year 2 request.

FY22 New Requests

❑ 24/7 x 365 Security Operations Center (SOC)

❑ Accessibility (ADA) Compliance

❑ OPUS ERP Modernization Release 2 of 3

Partnering to provide the solutions most important to our customers' business

24/7 x 365 Security Operations Center
FY22 Decision Package – Priority 1

✓ **All Customers Impacted**
✓ **Specific Departments considered targets:**
   - ✓ Utilities
   - ✓ Public Works
   - ✓ Safety & Emergency Services
✓ **Estimated Funding Source**
   - ✓ General Government
   - ✓ Enterprise Funds
   - ✓ Special Revenue Funds

Decision Package		
	FY22 One-Time	Recurring
Budget	$316,050	$264K

Key Points

- Request is in response to Pinellas County Security Audit findings and best practice.

- Cybercriminals are innovating faster than the industry.

- Detection and response are now the most important factors in a successful cybersecurity program.

- BTS recommends retaining a service as the most responsible and cost-effective approach.

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Accessibility & ADA Compliance Tools
FY22 Decision Package – Priority 2

✓ **All Customers Impacted**
✓ **Estimated Funding Source**
  ✓ General Government
  ✓ Enterprise Funds
  ✓ Special Revenue Funds

Decision Package		
	FY22 One-Time	Recurring
Budget	$135K	$105K

Key Points

- Pinellas County has a commitment to Digital Accessibility.

- Request is in response to ADA compliance audit and lawsuit against Pinellas County.

- BTS Board recommended BTS lead the building of a digital accessibility program.

- Procurement of tools and training is the most efficient means to realize the County's commitment to digital accessibility detection and response.

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Oracle ERP Modernization Release 2 of 3
FY22 Decision Package – Priority 3

Key Points

- ✓ **All Customers Impacted**
- ✓ **Estimated Funding Source**
  - ✓ General Government
  - ✓ Enterprise Funds
  - ✓ Special Revenue Funds

Decision Package		
	FY22 One-Time	Recurring
Budget	$1,832,000	$95K

- The County has been leveraging an Oracle ERP solution installed in 2010 and it has not been updated for 10 years.

- BTS recommends bringing all current business processes up to industry best practice using out-of-the box technology.

- Resolve over 300 Pain Points. Creating departmental inefficiencies.

- Leveraging an updated future state of the current system cost avoids the expected high costs of procuring a new system, its associated implementation, and successful user adoption.

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FY22 BTS Budget Request
Action: BTS Board Review and Approval

Requested Actions
❑ BTS Board Support & Approval: Priority 1 Decision Package Request: **24/7 x 365 Security Operations Center (SOC)**
❑ BTS Board Support & Approval: Priority 2 Decision Package Request: **Digital Accessibility (ADA) Compliance**
❑ BTS Board Support & Approval: Priority 3 Decision Package Request: **Oracle ERP Modernization Release 2 of 3**

BTS Decision Packages	FY22	Recurring
SOC	$316,050	$264k *(FY23)*
Digital Accessibility	$ 135k	$ 105k *(FY23)*
OPUS Mod Release 2 of 3	$ 1,832,000	$ 95k *(FY23)*
Totals	**$2,283,050**	**$464,000**

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Digital Accessibility Update

Lynda Morrill, Manager of Project Governance Office (BTS)

Current State Analysis - Analytics

- Primarily, public facing digital content encompasses websites and documents.

🔵	Websites	13
🟠	Electronic Documents (PDF, W...	13
🟢	Native Mobile / Tablet Apps	2
🔴	Kiosk or other onsite terminal ...	4
🟣	Other	1

Current State Analysis – Analytics continued

- PDF and Word documents are the most common document types available, with PDFs being most prevalent.

🔵 PDF	12
🟠 Word	7
🟢 Excel	6
🔴 PowerPoint	3
🟣 None or Does Not Apply	2
🟤 Other	3
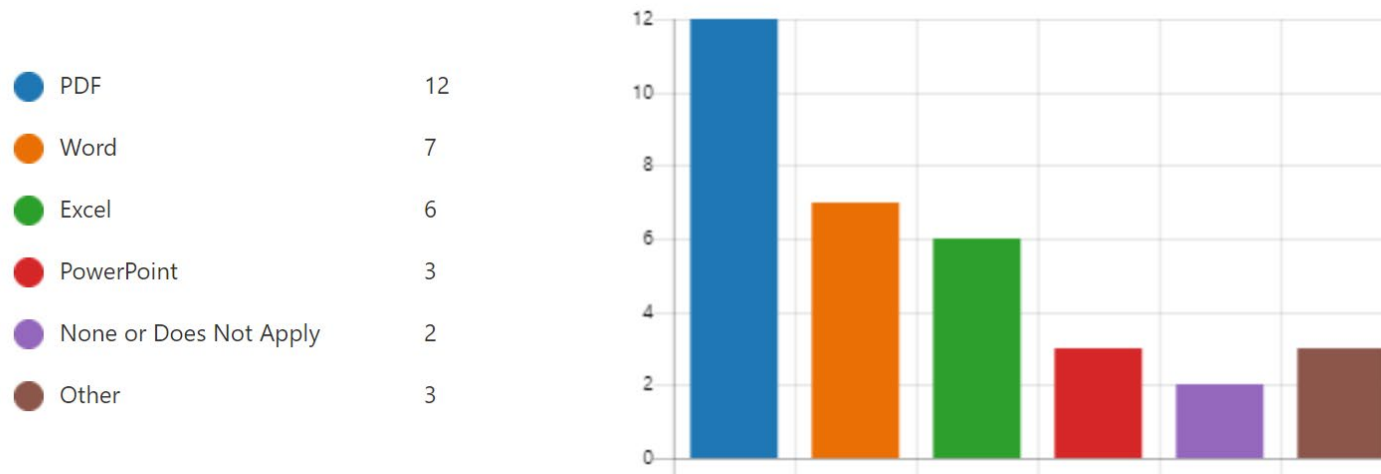
Current State Analysis – Analytics continued

- All but one County constituent has a lead responsible for managing Accessibility.

10. Do you have an ADA / Accessibility Lead?

More Details

● Yes		13
● No		1

Current State Analysis – Analytics continued

- 71% are using some types of tools for testing, with most relying on Word and Adobe Acrobat accessibility checkers.

- Marketing & Communications is the most mature in this area and is using tools for website testing.

● Yes	10
● No	4

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Current State Analysis – Analytics continued

- 71% are planning to launch a new website or platform, by year end.

● Yes	10
● No	4
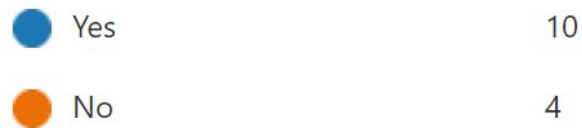
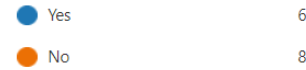# Current State Analysis – Analytics continued

- Additional training and tools were requested more than half of the time.

- More than half felt that they had sufficient resources in house to address accessibility.

25. Do you feel that you have appropriate knowledge in house to address Accessibility requirements?
More Details

- Yes   6
- No   8

26. Do you feel that you have the right tools in house to address Accessibility requirements?
More Details

- Yes   6
- No   8
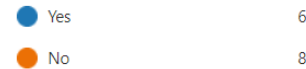
27. Do you feel that you have sufficient resources in house to address Accessibility requirements?
More Details

- Yes   9
- No   5

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Overall Observations

- PDF Documents are the most prevalent and highest priority issue for most.

- Ownership of Accessibility exists in every part of the organization, with almost every respondent saying they have a champion for Accessibility on their team.

- Many new platforms are being launched this year, and Accessibility should be a key consideration ahead of those public launches.

- Marketing & Communications is the most mature in awareness, training and tools related to Accessibility.

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Digital Accessibility

- Completed Stakeholder Survey.

- Implemented revised Accessibility Statement on the Pinellas County website and recommended similar changes to all county websites.

- Proposed new procurement language to Purchasing.

- Conducted existing tools training (excludes tools included in the FY22 Decision Package).

- Created checklists for Website Conformance, Document Accessibility and Accessibility Design.

- Established a relationship with the Pinellas County Council for Persons with Disabilities.

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Okta Update

Jamie Ferrazano, BTS Chief Technology Officer

What is Okta?

We are all accustomed to logging into applications with a username and password. Most of us manage multiple usernames and passwords for each application we access. With Okta, we can access all our applications with a single username and password which improves the user experience dramatically.

Additionally, we get the added benefit of Multifactor Authentication (MFA), which provides an additional layer of security to protect us against malicious intent.
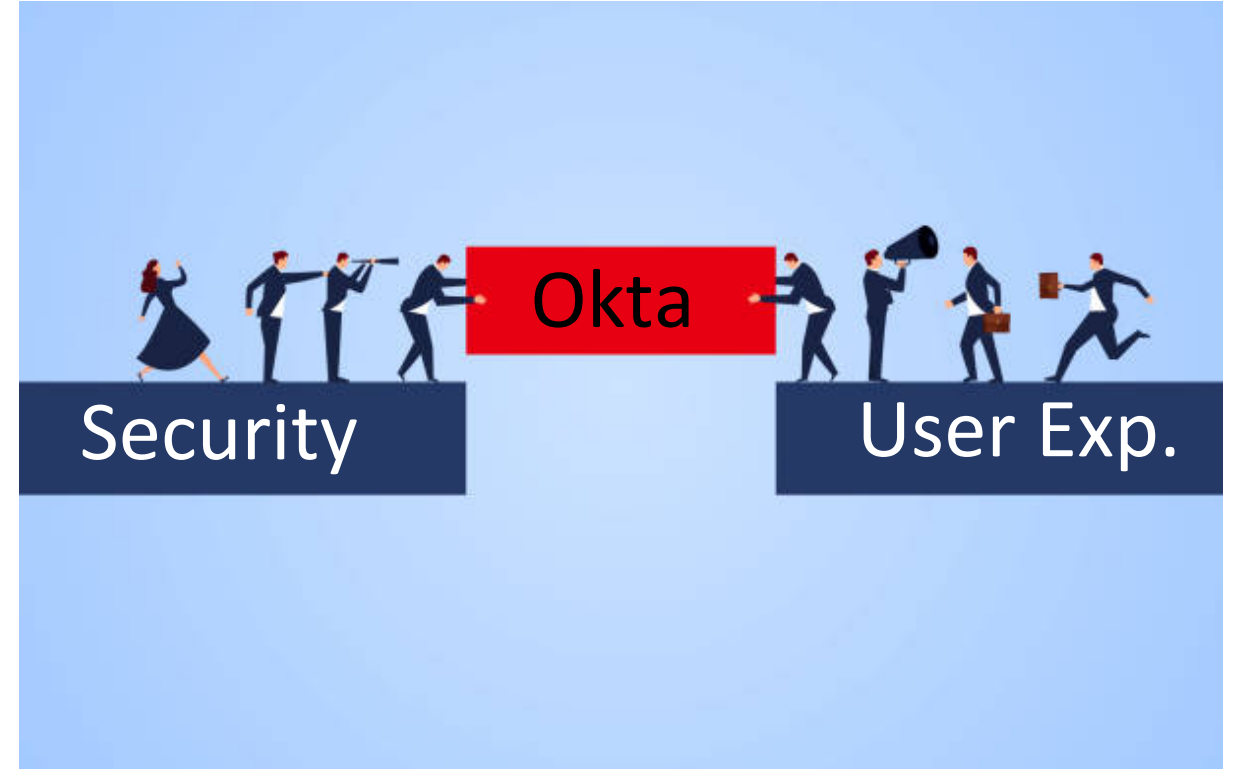
Ways to Use MFA

Option 1

Okta has a Verify App that can easily be installed on your mobile device. The Verify app offers a one click login experience.

Option 2

If you do not have a mobile device or would prefer not to use it, a FOB key can be provided by request.

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The Security Part

What is MFA and how does it work?

- MFA Stands for Multi Factor Authentication
- It allows the system two ways to make sure it's you...
  - The first being your username and password
  - The second being a device to prove it's you
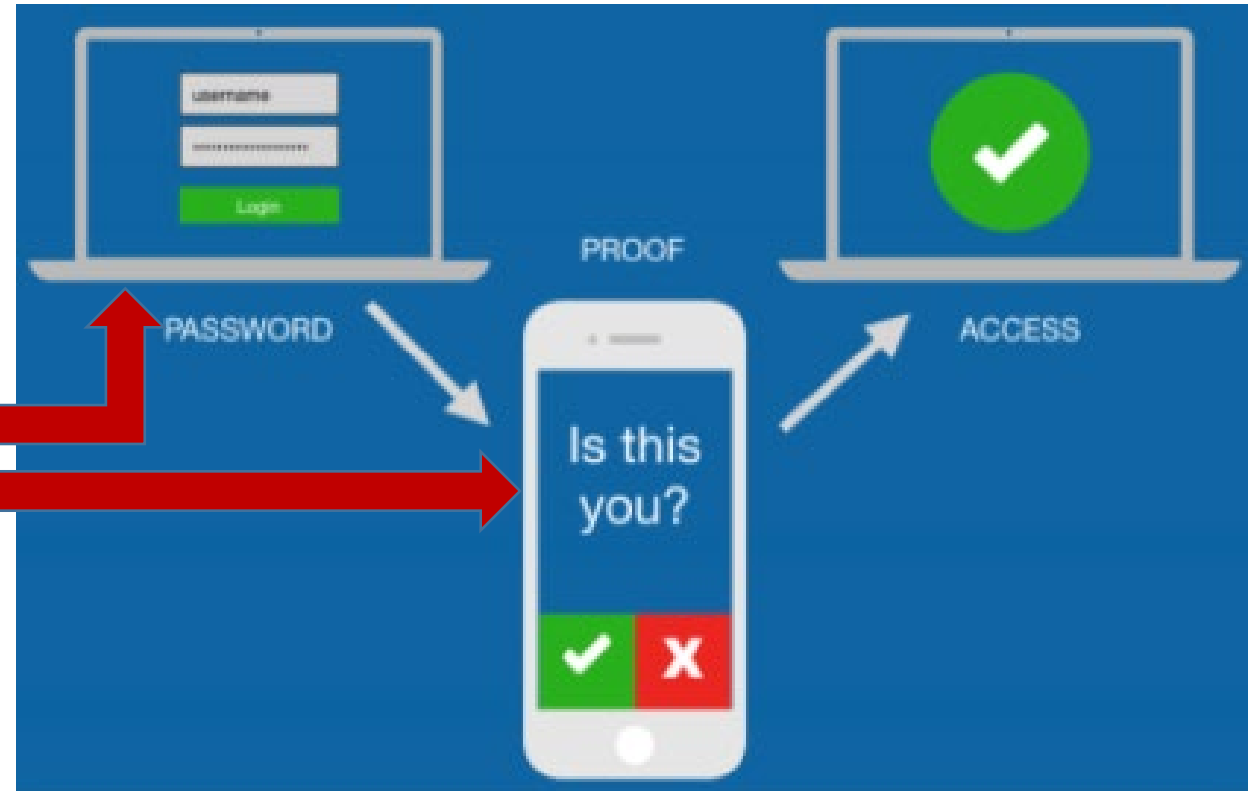
Example using your mobile device as a second factor.

The User Experience Part

Once Logged into Okta you will find all your applications at your fingertips.
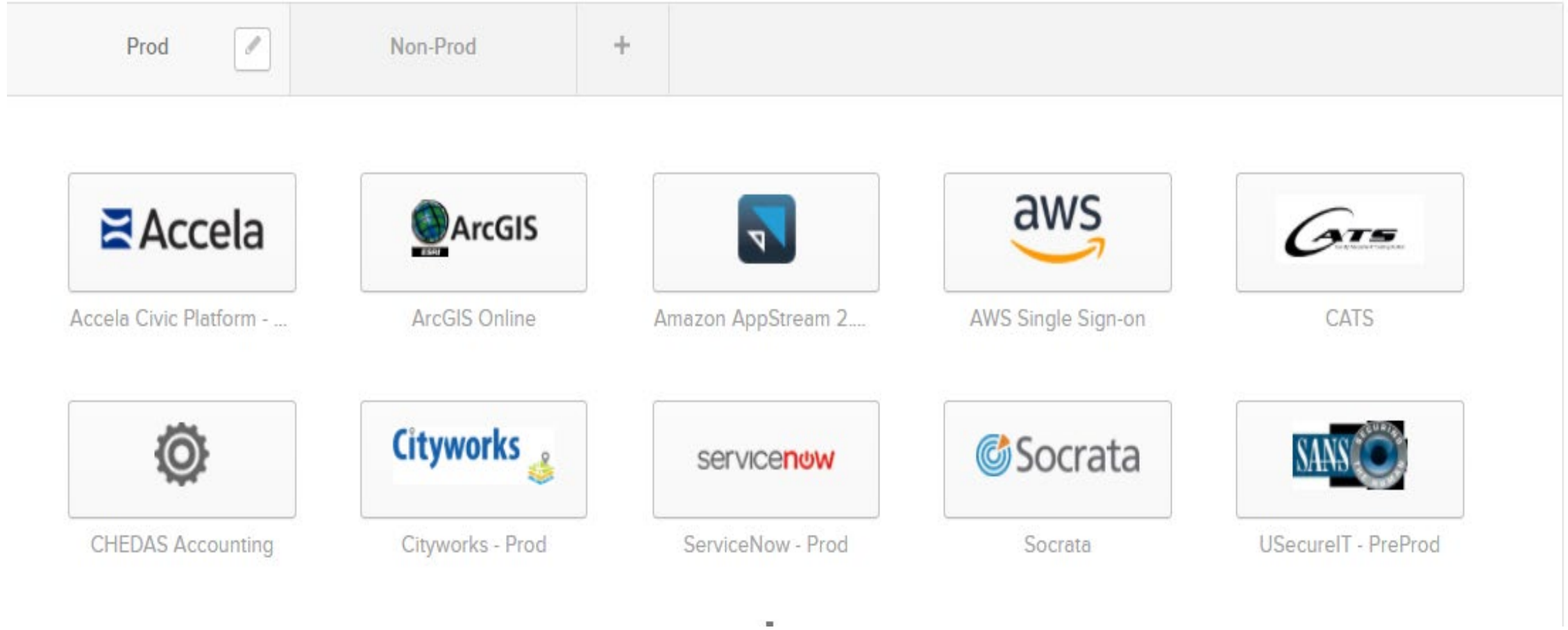
Where We Stand Now

In Production:
- CHEDAS Accounting
- CATS
- Socrata
- Accela
- Cityworks
- MediaManager
- ServiceNow
- Taleo (March 24th)

On Deck:
- ArcGIS Online (being deployed in phases)
- OPUS
- Office 365
- Applications identified by partnering agencies

897 Active Users of Okta and Growing

Telecommunications (VoIP)

Scott Davis, Director of Infrastructure Services (BTS)

Telecommunications - A look back (2012)

- $2.2 Million project to implement Voice Over Internet Protocol (VoIP); 7000 IP phones, 2600 Analog, and 40 call centers.
  - $1,950,000 Siemens Telephone system, phones, and gateways
  - $200,000 Power over Ethernet (POE) mid-span injectors and power adapters
  - $24,000 Patch cords
  - $20,000 Miscellaneous wiring and incidentals

Date	Activity
March 2010	Cost Savings Committee recommendation based on BTS proposal (spend money to save money).
May 2010	BTS Board Approved May 2010.
June 2010	BCC Approved June 2010.
August 2010	Project Starts (deployment of first phones).
September 2011	Project Officially Complete.

Projected savings - $770,000 annually

Actual savings - $766,695 annually

Over $7.5 million over 10 years

Savings Sources:
- Telephone Carrier (local & long distance).
- Telephone Equipment Maintenance & Software Costs.
- Reduction in staff.

* As presented to BTS Board 2012

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Telecommunications Current Investment

- BTS always planned for a 10 Year refresh cycle for our voice system.

System Investment (Today's value)
- Hardware $1,900,000
- Licensing $3,000,000
- Total value = $4.9M

- **Recurring Yearly Costs ($1,325,000)**
  - Yearly Trunk Cost $250,000
  - Yearly Maintenance $330,000
  - Infrastructure costs (Compute & Storage) $40,000+
  - Upgrades $60,000
  - Growth $45,000
  - FTE's $600,000+
  - Total Yearly Costs = $1,315,000
  - 10-Year Total Recurring Costs = $13,250,000
- **10-Year Total System Costs = $18,150,000**

Next Generation Phones System Functionality

- Communication landscape has changed dramatically since COVID-19 Pandemic.
  - The ability to seamlessly communicate from anywhere on any device is a common requirement. Not just phones any more.
  - Virtual meetings, video calls, and content sharing are the new normal.
  - Compatibility with Microsoft Teams is highly desirable.
  - Simplified user interface.
- Cloud enabled communication platforms are the future.
  - Although the need to local (on-premises) systems remains for some critical areas.
- Customer Contact Centers, Interactive Voice Response, Automated Call Distribution, Machine Learning and Telepresence are requirements.
- Better access to data, analytics and reporting.

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Telecommunications Next Steps

- Continue to meet with all stakeholders/partners to gather all requirements for a new communications platform.

- Evaluate technical architectures and designs.

- Proceed to procurement.

- Implementation late 2021 to early 2022.

- To be funded through the BTS Capital Improvement Plan.

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Customer Service

Level of Courteousness and Respectfulness
Q2 2021
97.6%
▼0.2 (-0.2%) Q1 2021: 97.8%

Level of Technical Competency (Technician)
Q2 2021
97.2%
▲1.2 (1.3%) Q1 2021: 96.0%

Level of Overall Satisfaction
Q2 2021
98.0%
▲1.0 (1.0%) Q1 2021: 97.0%

First Call/Contact Resolution
Q2 2021
80.3%
▼3.7 (-4.4%) Q1 2021: 84.0%

Talent Management

BTS Employee Satisfaction
Q2 2021
87.5%
▼8.0 (-8.4%) Q1 2021: 95.5%

Service Delivery

Percent of SLA Service Targets Adhered to
Q2 2021
96.6%
▲0.5 (0.5%) Q1 2021: 96.1%

Mean Time Between Failures for Enterprise Services (Days)

OPUS (EBS)	28
Justice	41
eGIS	105
Infrastructure	15

Mean Time to Resolve by Priority

Priority 1	2.58 hrs.
Priority 2	0.37 days
Priority 3	0.53 days
Priority 4	1.02 days

Cyber Security Incident Detection Rate
Q4 2020
19.4%
▼1.1 (-5.4%) Q3 2020: 20.5%

Employee Turnover Rate
Q2 2021
0.00%
0.00 (0.0%) Q1 2021: 0.00%
0% YTD

Governance & Sustainability

Governance Body Satisfaction
Q3 2020
85%

Projects Completed Original Target Date
Q2 2021
54%
▼9 (-14.3%) Q1 2021: 63%

Projects Completed Addressing All Major Requirements
Q2 2021
96%
▼1 (-1.0%) Q1 2021: 97%

Financial Stewardship

Variance Year-End-Budget
Q2 2021
100.00%
0.00 (0.0%) Q1 2021: 100.00%

Unplanned Cost Variance
Q2 2021
2.97%
0.00 (0.0%) Q1 2021: 2.97%

Cost Performance Index
*Top 12 OpEx
Q2 2021
1.03
0.00 (0.0%) Q1 2021: 1.03

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CIO Update

Jeff Rohrs, BTS Chief Information Officer

CIO Update

Item	Short Description
Evolving Workforce Mobility	Increased mobility, shift from desktops/workstations to laptops/tablets and the rapid adoption of remote work/hybrid work. BTS is evolving with the changing landscape.
ERP Modernization (OPUS)	-Significant investment and effort from business users to upgrade and take advantage of new features and functionality. -Project is on schedule with unanticipated budget. - Technical Upgrade this summer. - Release 1 by end of calendar year.
Justice (CJIS) Upgrade	-This project represents the second BTS "pillar" that is being upgraded along with OPUS. Represents a substantial upgrade to a new product "Navigator". -Project is on schedule.
Cybersecurity – Risk & Vulnerability Audit	-Third Party Audit is substantially complete. -We are in the remediation phase. -Reminder: BTS Board Cybersecurity Workshop on May 26, 2021.
Business Intelligence – Pilot Project	-Completed proof of concept with Human Services. -BTS is preparing for transition into our service catalog as an offering. -BTS is identifying possible short-term wins. -Will transition into marketing the solution soon after.

Pinellas County
BUSINESS TECHNOLOGY SERVICES

Adjournment