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10           COUNCIL ON EFFICIENT GOVERNMENT

11                   MAY 3rd, 2007

12                   10:00 - 12:00

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21           **Reported by:**

22           **CLARA C. ROTRUCK**

23           **Court Reporter**

24

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**FOR THE RECORD REPORTING TALLAHASSEE FLORIDA 850.222.5491**

1           P R O C E E D I N G S

2           THE CHAIR: We are going to go ahead and  
3 proceed. Secretary Benson has indicated she will be  
4 here in about half an hour. The CFO will be  
5 represented by a member of her team, who will be  
6 here shortly. Since we have a quorum we will go  
7 ahead and stick to our agenda and get started.

8           I would like to start with introductions.

9           Let's do a role call.

10          MS. HOUSTON: Ms. South.

11          THE CHAIR: Present.

12          MS. HOUSTON: James Zingale.

13          MR. ZINGALE: Here.

14          MS. HOUSTON: Steven Evans.

15          MR. EVANS: Here.

16          MS. HOUSTON: Akhil Agrawal.

17          MR. AGRAWAL: Here.

18          MS. HOUSTON: Timothy Yandell.

19          MR. YANDELL: Here.

20 THE CHAIR: At this time we are going to permit  
21 members of the public to make comments to the  
22 Council. So if there is anyone that is interested  
23 in having us hear from you this would be the time to  
24 do so. So if there is a public comment this would  
25 be the time.

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1       This is a public meeting and we do operate  
2       under the rules of public meetings and that does  
3       give people the opportunity to give feedback or  
4       input. All right, hearing none, then we will  
5       proceed to our business at hand.

6       I would like to take this time to turn the  
7       meeting over to Richard Ramos, our Executive  
8       Director.

9       MR. RAMOS: Thank you, Madame Chair. If I may,  
10      I would like to move for the approval of the  
11      Minutes.

12      MR. ZINGALE: Recommend approval.

13      MR. EVANS: Second.

14      THE CHAIR: All those in favor say Aye.

15      (Chorus of Ayes.)

16      THE CHAIR: Approved.

17      MR. RAMOS: What we would like to discuss would  
18      be our meeting dates. We have spoken with all staff  
19      assistants for all members. The meetings are in the

20 front left portion of your folder. They will be  
21 reflected as June 7th, will be our next meeting,  
22 July 26th, August 30th, October 4th and November  
23 29th. I would just like to remind everyone August  
24 30th is my birthday, so it gives you plenty of time.  
25 We checked again with all your assistants and

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1 we are going to have full attendance at all the  
2 meetings.

3 As far as a meeting location. This room is one  
4 of the conference rooms for the State and  
5 teleconferencing. We have been assured that also by  
6 the Governor's IP people that we can use the Cabinet  
7 Room, we would prefer that. So it really is up to  
8 Council what they would prefer.

9 THE CHAIR: Well, I prefer the more intimate  
10 set up, however, since there is a number of folks  
11 that are interested in our work and we want to have  
12 public access to our meetings, I think the Cabinet  
13 Room is probably more appropriate if we can make  
14 sure that the quality of the telecommunication  
15 equipment allows for our Council members to  
16 participate fully. If they can assure us of that,  
17 then I am happy to move to the Cabinet Room. What  
18 do other members think?

19 MR. EVANS: It makes sense.

20 THE CHAIR: Frankly, we are quite pleased with  
21 the public interest in our work and we want to make  
22 sure we always encourage that. Go right ahead.

23 MR. RAMOS: What I would like to do next if it  
24 is okay with you I will just have the staff remain.

25 THE CHAIR: That is fine. That is one good

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1 thing about having a nice small room. By the way,  
2 let me just remind folks that we do want this  
3 meeting to be uninterrupted. So if you have a cell  
4 phone, pagers, if you will send it to vibrate or  
5 mute.

6 MR. RAMOS: I will turn over the podium to Noah  
7 McKinnon, who will discuss our weekly updates.

8 MR. McKINNON: Madame Chair, Council members.  
9 As you know you have been receiving weekly updates  
10 on the office work. If you have any recommendations  
11 or things that you would like to see in the weekly  
12 updates, any comments that you would like, please  
13 let us know and we will try to incorporate them into  
14 the weekly update.

15 MR. EVANS: One thought. Those weekly updates  
16 are very helpful, thank you. If you could, I know  
17 from our last meeting we talked about potential  
18 conflicting legislation that was working its way  
19 through, I don't want to say compromise, but could

20 confuse the mission of this Council.

21 If there is any legislation that is moving

22 could you kind of keep a watch on that and just let

23 us know so we have clarity and purpose? Thanks.

24 MR. McKINNON: Sure.

25 THE CHAIR: What is the status of that

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1 legislation?

2 MR. McKINNON: I believe the Bill was  
3 temporarily postponed at third reading yesterday at  
4 about 12:31. That was the last amendment on the  
5 discussion.

6 THE CHAIR: There was another procurement Bill  
7 that was moving forward. How did that one go?

8 MR. RAMOS: That hasn't been approved.

9 THE CHAIR: I want to recognize the Chief  
10 Financial Officer's representative has joined us.  
11 Doug Darling, welcome to our Council.

12 Any other questions for Noah about the weekly  
13 updates? Are you all finding those concise and  
14 helpful?

15 MR. RAMOS: Next on the agenda, we talked about  
16 old business. First off, Incubator Items. We  
17 talked about it briefly last time with some ideas  
18 that would be coming forward.

19 One particular project which I think is going

20 to be something that has the interest of the  
21 administration, some legislators are also talking  
22 about 311. For those of you who are not familiar  
23 with 311 it has been taken up by a number of  
24 different cities and locations around the country.  
25 The purpose is to make a centralized contact

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1 for individuals to reach out to state government or  
2 city government and be able to find all the  
3 different resources available in one location  
4 without going to 911 which is what a lot of people  
5 tend to do. It puts a huge strain on the 911  
6 system.

7 I believe the City of Chicago which the  
8 Governor is having a conference and I have been  
9 asked to attend, they have saved a dramatic sum of  
10 money, in the tens of millions of dollars on their  
11 911 system because of that.

12 Obviously 911 response has also decreased when  
13 the 311 system is in place. So 311 is one of the  
14 areas which I believe would be something within this  
15 purview that I think we would find interesting and I  
16 think that it would be a task down the road that I  
17 think we will be sharing our information and our  
18 thoughts so that going forth if the state were to  
19 decide to attempt a 311 system, that we would be

20 able to, again, help them with best practices and  
21 lessons learned to go forth and to maybe get a  
22 decision on how we would procure something of that  
23 magnitude.

24 MR. YANDELL: Would it be a system that would  
25 be supported at the state level, or would it be

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1 something that would be pushed down to staff at the  
2 county level or city level?

3 MR. RAMOS: From the conversations I have had I  
4 believe there is a look to have it statewide.

5 MR. ZINGALE: But at staff central location?

6 MR. RAMOS: Yes.

7 THE CHAIR: Any other questions about the  
8 project? Moving on.

9 MR. RAMOS: What we will do next is we will  
10 discuss the Mission Statement.

11 THE CHAIR: Right. We all had the opportunity  
12 to provide input to the staff on our Mission  
13 Statement. There was some specific dialog at our  
14 last meeting about the Mission Statement. So, Noah,  
15 you have incorporated our thoughts and you will  
16 present the revised draft for our review?

17 MR. McKINNON: Madame Chair, we have two  
18 Mission Statements before you. This has been an  
19 incorporation of all the comments that were

20 presented to me through the weekly update and  
21 correspondence that was provided by each of you.

22 I am very, very proud of the information sent.

23 I think it really reflected a lot of thought by the

24 Council and these two are here for your vote. If

25 these don't meet your needs, if you feel there are

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1 some additional comments that need to be made or  
2 additional information that needs to be put into  
3 these, I am willing to listen and try to provide you  
4 with another Mission Statement.

5 THE CHAIR: We will open it up for conversation  
6 by our members.

7 MR. EVANS: In looking at the two, the one word  
8 that sticks out, the actual words when you look at  
9 the Mission, and the first one is research,  
10 evaluate, codify and be good stewards.

11 The second Mission Statement takes it a step  
12 further with the word, implement.

13 THE CHAIR: Do you have an opinion on which you  
14 prefer, sir?

15 MR. EVANS: The second one seems a little  
16 crisper.

17 THE CHAIR: Very good.

18 MR. DARLING: Since I helped write the second  
19 one.

20 MR. YANDELL: The only thing in the second one  
21 or either of those there might ought to be something  
22 that looks to best practices in regard to  
23 implementing better processes and best practices so  
24 that we are getting the benefit of constantly being  
25 challenged to do it better.

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1 THE CHAIR: Do you all agree to that?

2 MR. ZINGALE: Yes.

3 THE CHAIR: Any other thoughts?

4 MR. AGRAWAL: I thought it was a little long,  
5 but other than that I thought we could get it down  
6 to a more concise idea.

7 THE CHAIR: Do you have recommendations on  
8 taking words out?

9 MR. AGRAWAL: Not at this time.

10 THE CHAIR: Well, any other input? Hearing  
11 none, I will take a motion to the Mission Statement.

12 MR. EVANS: I would like to make a motion that  
13 we adopt the Mission Statement with the amendment  
14 Tim has made adding best practices.

15 THE CHAIR: This is Statement number two  
16 amended to read, "and best practices." Is there a  
17 second?

18 MR. YANDELL: Second.

19 THE CHAIR: All in favor.

20 (Chorus of Ayes.)

21 THE CHAIR: Opposed. Passes. We now have a  
22 mission. Moving onto our website in process, if you  
23 could please give us an update on that, please,  
24 ma'am.

25 MS. CARTER: Yes, ma'am. Good morning, Madame

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1 Chair and Council members. At our last meeting you  
2 task me with updating our website. You asked for  
3 more correspondence, you asked for more private and  
4 the non-profit organization links and you asked for  
5 resources where we could be able to give them tools  
6 to help them in this area. We did that and we added  
7 some other features as well.

8 This is how it looks today. The first page  
9 tells who we are and how we were established. The  
10 second location is the Council members.

11 THE CHAIR: That is difficult to see from his  
12 angle.

13 MR. RAMOS: In your book you can actually  
14 follow along in your book. My eyes are at that an  
15 age where everything is a test.

16 MR. EVANS: Barb, what tab is it under in the  
17 book?

18 MS. CARTER: Tab two. You asked for bios of  
19 Council members.

20 THE CHAIR: Did we get all our bio members?

21 MR. YANDELL: No, you are missing one.

22 MS. CARTER: We added a hyperlink so that we

23 have a group picture and a hyperlink that will take

24 you to your bio and your photo so they can learn

25 more about the Council member.

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1 THE CHAIR: Moving right on.

2 MS. CARTER: The next section of our website is  
3 your Council's rules and responsibilities and that  
4 comes directly from the statute. Our next section.

5 THE CHAIR: Can I ask a question?

6 MS. CARTER: Yes, ma'am.

7 THE CHAIR: Who do we think this website is  
8 targeted to?

9 MS. CARTER: Pretty much anyone, whether it is  
10 an agency who knows little about us.

11 THE CHAIR: So do we think that the legislative  
12 language is the best communication tool for that  
13 target?

14 MS. CARTER: We tried to simplify the language  
15 as well. The previous website was very statuette  
16 and was very hard to comprehend. So we tried to  
17 simplify everything as Governor Chris's initiative  
18 as plain language.

19 THE CHAIR: Thank you.

20 MS. CARTER: Our next section is about public  
21 comment request where they can get the agenda and  
22 the transcript when that is available and the  
23 meeting materials, and then we have a location for  
24 public comment request. So they can simply view it  
25 online and register if they would like to speak

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1 before you.

2 The next section is the resources and forum.

3 This area is going to grow and develop. It is not  
4 going to stay what you see. What we want to do is  
5 add different components, articles, audits, reports  
6 that different entities have done, Tax Watch, OPOGA,  
7 Auditor General, specific reports that target  
8 contract and procurement that gives some best  
9 practices, some good advice.

10 We did various forms. Right now as you can see  
11 they are using the Schedule 12 form for business  
12 needs development. We put that out there so that  
13 they don't have to search for it. They are 80  
14 percent outsourced and they have kind of fine tuned  
15 that process a little bit.

16 We have added processes, instructions,  
17 guidelines. We have added rules and regulations,  
18 similar Councils. This is something that I found  
19 very interesting.

20           There is similar councils around the United  
21           States that have really great material that can  
22           access different reports, business cases. So what  
23           we tried to do is give an agency various places they  
24           could go to find resources.  
25           Another area is a link over at the bottom. The

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1 links are a combination of public and private. It  
2 is organizations that promote outsourcing, there is  
3 organizations that promote employee ownership, there  
4 is a wide myriad array as well as national  
5 organizations, such as personal organizations and so  
6 on and this will continue to grow and develop.

7 Our next section is how to contact the office.  
8 This is one of the specific requests we have, they  
9 can click that forum and send an e-mail directly to  
10 the office to communicate with us.

11 And our next section. These are agency  
12 liaisons. Each agency has designed one contact  
13 person to work with the Council and there is one  
14 liaison for each agency.

15 Our next site. We developed something called  
16 frequently asked questions. Many people aren't very  
17 familiar with who we are and what we do, what are  
18 the requirements. Right now we have 18 frequently  
19 asked questions that we can aid to the agencies and

20 the general public in knowing a little bit more

21 about us and our process.

22 Then the final section that we have, give us

23 your suggestion. If anyone, a citizen, a business

24 owner, a vendor, an employee has suggestions that

25 they would like to be considered for ideas or to be

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1 put forward this is a way for them to do that. They  
2 contact the office directly.

3 THE CHAIR: Much improved. Thank you very  
4 much. Members, do we have comments or observations  
5 about the website?

6 MR. EVANS: No, I think it is very good  
7 especially compared to what we saw the last time. I  
8 know you were in the embryotic stages and being  
9 developed, I thought it was very good.

10 One question, Barb, and that is our plans for  
11 knowing whether the questions, who is the customer  
12 and our plans for making sure it is meeting the  
13 needs of our customers?

14 MS. CARTER: I would say for the resources  
15 only, probably our primary customers would be the  
16 agencies, people who are asked to develop a business  
17 case site who have never done it before and would  
18 like to see examples or samples or just get articles  
19 or literature on what the trends are in the market.

20           The trends are constantly changing. Seven  
21           years ago outsourcing was 100 percent. Now that we  
22           read more on certain types of outsourcing now they  
23           are finding that only key components work well in  
24           outsourcing.  
25           So we are trying to give them an avenue where

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1 they can get that research whether they call us or  
2 go to our website and make it very easy for them to  
3 find.

4 THE CHAIR: Jim.

5 MR. ZINGALE: I think in the long run, this is  
6 probably the more powerful tool that we are going to  
7 come up with in this process.

8 THE CHAIR: Can you all hear Dr. Zingale?

9 MR. ZINGALE: And in the early stages of where  
10 you are now trying to build something for the long  
11 term, you might reach out into the data center  
12 directors and say, get three or four volunteer eyes  
13 that would look at yours on an ongoing basis. Maybe  
14 PRW and a couple of places, but some other eyes than  
15 just ours here who won't have the time to devote to  
16 looking at it.

17 THE CHAIR: Are you talking about the official  
18 website for contact usability?

19 MR. ZINGALE: Yes, and suggestions so that the

20 suggestions aren't funneled up through us to you,  
21 but those suggestions are coming from a community  
22 that are in this business of doing that.

23 MS. CARTER: I think that is an excellent  
24 suggestion.

25 MR. ZINGALE: I mean, it doesn't have to be

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1 more than 10 or 15 names. A lot of people would  
2 love doing this. This may be a stretch, but there  
3 are some private consulting agencies out there, I  
4 don't know if that is legal. That is probably a bad  
5 idea.

6 THE CHAIR: That is probably a bad idea, let's  
7 not go there.

8 MR. ZINGALE: We get a substantial amount of  
9 benefit from our federal contacts that are doing  
10 oversight of our federal projects and they may be a  
11 good source to links, research activities that are  
12 out there and give you feedback into the site.

13 I just worry that I am not going to devote the  
14 time to look at it and I delegated that to somebody  
15 and they seem to be excited about looking at it and  
16 there must be others out there that would be excited  
17 about looking at it.

18 MS. CARTER: Thank you.

19 MR. AGRAWAL: Two thoughts. One, there is

20 several associations that are associations of  
21 governmental organizations. I am guessing and I am  
22 wondering if we could ask them for resources where  
23 those organizations might be part of the links  
24 provided.

25 The other question on the link. Is there any

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1     endorsements, since I don't know the organizations,  
2     I just want to make sure we are not don't squeing  
3     the outsourcing conversation? I just want to be a  
4     little bit careful about that.

5           MS. CARTER: Is your recommendation to make  
6     sure we have coverage?

7           MR. AGRAWAL: (INAUDIBLE) content on somebody  
8     else's site.

9           MS. CARTER: I like that. If you have any  
10    recommendation for government organizations that you  
11    think would be helpful to the agencies and to the  
12    citizens in general, please send them.

13          MR. AGRAWAL: The gentleman I was referring to  
14    earlier at the county school government.

15          MS. CARTER: Excellent.

16          MR. ZINGALE: Put it this way. If two years  
17    from now looking back the whole country looked to  
18    that website as their source of information and  
19    access to it, that would be a website goal.

20           So that the academic community is throwing in  
21    ideas and suggestions, the user groups that are  
22    internal in Florida is throwing in ideas and  
23    suggestions, the Federal GAO, that this website  
24    would become a focal point that people could start  
25    from, I think two years from now looking back, if

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1 you want to take this enterprise how would you start

2 it.

3 MR. EVANS: Barbara, we can all help you on

4 that part.

5 THE CHAIR: Now, having said that, it sounds

6 like we are going to be a great advocator, but if we

7 don't have some method of doing content search then

8 this is going to be difficult. Is this just a link

9 system?

10 MS. CARTER: Yes.

11 THE CHAIR: I would like to suggest that we

12 find some way to manage our contents and ask staff

13 to research what it would cost, it will easily

14 overwhelm people and fall down the rabbit hole and

15 run screaming from the organization because of that.

16 Let me take the opportunity to recognize

17 Secretary Benson has joined us, thank you for

18 joining us. Other comments about the website?

19 MR. YANDELL: I think it is important that in

20 addition to focusing on the agency level pieces of  
21 this, as much as possible you solicit input from the  
22 people who are either going to benefit from or be  
23 involved in that outsourcing process at the user  
24 level.

25 I think what we are missing in some cases is

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1     antidotal information from the users that are  
2     affected by it and it is good to have input from the  
3     people using it. That is something that as we  
4     consider items on here we are soliciting comments,  
5     even outreaching to solicit comments from people  
6     being affected and then put them up and see what  
7     they have to say.

8           THE CHAIR: Now, as we develop this fabulous  
9     resource we also want to market its availability for  
10    the website. I am going to want to have numbers  
11    that measure our hits on this. So we will start  
12    measuring that.

13           So at our monthly if you will start reporting  
14    on the hits to the Council's website and we will  
15    watch that grow through our marketing. I also would  
16    like to track the member's suggestions that come  
17    through the website.

18           MS. CARTER: What we can do is DMS has a  
19    Directors' meeting of all agencies on a monthly

20 basis, so they would be sharing that information

21 that would trickle down from the agencies as it

22 comes in their area.

23 THE CHAIR: We will work on an outreach

24 strategy that people are made aware of it on a

25 regular basis. Any other comments on the website?

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1     Excellent work, I think you all made great progress  
2     on your great work on that.

3             Now we had asked for a life cycle process map.  
4     This should be very interesting.

5             MR. RAMOS: That one is definitely in your  
6     book.

7             THE CHAIR: By the way, were there handouts  
8     passed to the people in the audience?

9             MR. RAMOS: They have numbers I believe.

10            THE CHAIR: Members, if you are interested in  
11    seeing what staff did afterwards. Go ahead and  
12    proceed.

13            MR. SZUMOWSKI: Good morning, Madame Chair,  
14    members, Rob Szumowski with the office. At the last  
15    meeting there was a couple of questions about the  
16    overall process and the authority to the  
17    stakeholders.

18            So we pulled together sort of a high level  
19    concept diagram as a framework for discussion

20 amongst the Council. It kind of tracks the life

21 cycle from beginning to end.

22 We went over this life cycle map from the

23 original version with each of the members

24 individually, solicited comments and this is really

25 the result of some of those comments and their

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1 input.

2 It represents kind of a combination of the way  
3 the process exist today and maybe some thoughts of  
4 what should exist going forward. So it is a  
5 combination of those two and highlights each step  
6 from a process, high level activities, some of the  
7 guidelines and standards that guide that and  
8 comments from each stakeholder in that process.

9 I will walk briefly through this just to kind  
10 of refamiliarize the Council and the members with  
11 this and then I will proceed to discuss it.

12 First if you go across the process steps it  
13 talks about a conceptualization phase leading to a  
14 business case and a business case review  
15 modification or improvement phase.

16 A requirement phase, moving into a source  
17 selection and contract for the implementation and  
18 then an operations and maintenance stage on an  
19 ongoing basis.

20           If you look above that process line it shows  
21           that there may be multiple iterations of the  
22           appropriations process that will really take place  
23           over the life cycle of any given project whether it  
24           is being outsourced or a large scale systems  
25           implementation.

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1           Underneath that if you look at the  
2           decision-making phase, especially during the  
3           business phase, the review modification, approval  
4           and requirement, that is probably where you need to  
5           look at the enterprise considerations. Are we  
6           looking broad enough across multiple agencies and  
7           across the whole enterprise.

8           And then throughout the process, the narrow box  
9           next to that shows that there is ongoing audit  
10          oversight, independent verification and validation,  
11          periods of periodic and ad hoc formal reviews that  
12          take place to satisfy most of the stakeholders in  
13          the process.

14          The other thing if we jump down to sort of the  
15          last row of boxes, that is where we try to highlight  
16          some of the key stakeholders throughout this that  
17          may or may not have these challenges or authority  
18          over those phases of the process.

19          And to the point that the Chair made earlier,

20       there are two in there with some question marks.  
21       One of them has to do with the IT government and the  
22       outcome of that it has to be determined over the  
23       next day or two, but there is some significant  
24       overlap in the authority of that group, especially  
25       where the outsourcing process means technology.

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1 There would be a lot of similarities and global  
2 responsibilities. So this kind of forms the end to  
3 end framework for the process through operations.

4 MR. EVANS: Rob, this is excellent, this is  
5 very good. If I could offer just for consideration  
6 one additional phase to this, but to make sure that  
7 what we have is a closed loop process in this.

8 Quite often when you go through a complex  
9 project what is critical is we forget or we slide  
10 through that moment in time when we stop and really  
11 state, what have we accomplished.

12 If you could consider an annual fulfilment in  
13 the accountability phase at the end that links CEG  
14 into that so we can capture the lessons learned.

15 THE CHAIR: Other thoughts? Let me add onto  
16 that. Is to have a strategic control process in  
17 here, is that what you are considering?

18 MR. EVANS: Well, yes. I notice we have the  
19 elements as we go through here. We have performance

20 measures, we have evaluation stages that we go

21 through. The CEG isn't integrated for that.

22 At some point in time perhaps on an annual

23 basis on a multi year contract is to have a

24 well-understood point in time when all the elements

25 of the accountability, the expectations of the

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1 project come together. We have a chance to review  
2 the CEG's integration into that. So we capture the  
3 lessons learned as we come back around and take it  
4 to the next generation.

5 THE CHAIR: Then for me the next step also  
6 would be outside that process would be an exit  
7 strategy for the project.

8 MR. EVANS: Yes, absolutely.

9 MR. AGRAWAL: One of the things that we spent  
10 some time talking about was trying to find a way for  
11 people to develop the concept required in the phase.

12 So I don't know how we represent that in this,  
13 but some basic common sense outsource, something and  
14 somebody changing that idea and put that through and  
15 convince taxpayers to do this.

16 I would like to see those people at some point  
17 to come back and be accountable for that idea and  
18 allow them to provide the input that transpired, to  
19 make sure it is a closed loop. So I think it is

20 worthwhile. I don't know how you represent that in

21 your chart.

22 MR. SZUMOWSKI: One of the small points that I

23 didn't touch on that goes to both the closed loop

24 and having the consistency that is involved in that,

25 is if you look at the second and third column. That

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1 is intended to indicate generally the statutory  
2 responsibility of the Council.

3 The reality is that the point that closed loop  
4 responsibility can't really end right there, so that  
5 box is where the decision-making happens. It is  
6 difficult to extract yourself from the rest of the  
7 project.

8 MR. EVANS: It is difficult for us. I think it  
9 is difficult for us to really fulfill the mission of  
10 this Council unless we have that.

11 MR. YANDELL: What about one of the things in  
12 the conversation was a process of defining a cycle  
13 that says, that is exactly what you said, if at some  
14 review point the public stakeholder, the people who  
15 started it and the accountability is not being met,  
16 that there is a methodology that brings it back to  
17 this committee and this committee at that point,  
18 what can we do to help fix this.

19 If we are not getting there and subsequently

20 going off the rail and not working well, there needs

21 to be a process to bring it back to try and fix it.

22 MR. SZUMOWSKI: Does it make sense to the

23 members? Part of what was intended by that audit

24 oversight box is it continues sort of throughout the

25 sort selection process with those types of periodic

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1 feedbacks. We don't show the CEG as an ongoing  
2 stakeholder and maybe we do.

3 THE CHAIR: Is that within the scope?

4 MR. DARLING: I don't think so. Madame Chair,  
5 I was going back reviewing the statute real quick.

6 I mean, I understand what the concern is, but  
7 perhaps we should have that kind of a feedback  
8 mechanism built into our business case requirement.

9 I am not sure that the Council's scope  
10 authorizes us to go and measure success or measure  
11 the viability at the end, but we can certainly put  
12 that as part of the business case requirements when  
13 they are proposed to us.

14 THE CHAIR: That they provide feedback to the  
15 Council?

16 MR. DARLING: Exactly.

17 MR. AGRAWAL: Is it to the Council or is it to  
18 the agencies proposing the concept?

19 THE CHAIR: Well, certainly hopefully the

20 agencies have to stay on top of it. Executives  
21 would expect that, but there is not a mechanism for  
22 the Council to weigh in on that, so that is what the  
23 discussion is.

24 MS. BENSON: We are talking about all these  
25 contacts and oversight. Our agency has one that was

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1 a major overhaul. I think it goes back to the form  
2 contract provision, you could easily require an  
3 annual report to the agency head, but this Council,  
4 the Speaker of the House, the Senate President.  
5 Typically you can require any report. So it would  
6 be nice in government.

7 THE CHAIR: No, you think?

8 MS. BENSON: But if you send the annual  
9 reports.

10 MR. RAMOS: If I may. What I can suggest we  
11 do. Certainly make the recommendation in our annual  
12 report to the Governor and the Speaker and the  
13 Senate President regarding that specific issue.

14 THE CHAIR: Let's make that happen. Are you  
15 all happy with that?

16 MR. AGRAWAL: As an industry part of it.

17 THE CHAIR: We are the incubator to industry.

18 MR. ZINGALE: We refer to it as stealing  
19 shamelessly.

20 MR. RAMOS: I would just like to remind the  
21 Council members, because we have a court reporter,  
22 please speak up.

23 THE CHAIR: Does this meet -- Jim, go ahead.

24 MR. ZINGALE: Feel free to beat me up if this  
25 is not the direction we want to go in, but I look at

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1 this as a framework, not a business process map, a  
2 framework.

3 THE CHAIR: Right.

4 MR. ZINGALE: If this was an actual process  
5 being down there and having stage one, the  
6 conceptualization process is the first thing you do  
7 and it would end in a deliverable at the end of that  
8 that would be articulated and each one of these  
9 would come down and see a clear end to it.

10 I shift over to the staff, not that this is a  
11 recommendation, but the Klinger Cohen at the Federal  
12 level that outlines a million steps and stages to  
13 get this done.

14 It is what Gardner would tell you is who they  
15 poke you to if you say, what is the one out there.  
16 I gave you our quick 50,000 foot cut on how we use  
17 our own process inside the Department of Revenue for  
18 a different audience what we recommended the  
19 Legislature's process in adopting a particular

20 staff.

21 But if this is the direction we are heading I

22 would like to know, if not, I will spend upon doing

23 something else. I would like then if this is the

24 framework to then start going and saying, this is

25 the optimal stages and the optimal steps that staff

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1 would be laying out underneath here so we can see  
2 that.

3 Then we could do, if this legislation passes or  
4 if it doesn't, we can compare those process steps to  
5 the as is either through the new legislation to see  
6 if there are gaps are missing and then our best  
7 practices would be linking to these actual process  
8 activities that are going on in this methodology.

9 I read that up there in our vision when it says  
10 we would be building a process. At the end I was  
11 hopeful that our recommendations, maybe not on a  
12 project basis, would be able to say, here is the  
13 kind of things that should take place through these  
14 kind of processes ideally. Then here is where we  
15 are and then try to focus on where we thought in the  
16 process things had broken down in the past. That is  
17 a lot of work.

18 The Cohen Act took years for them to develop  
19 this. It is Klinger, K-l-i-n-g-e-r, Cohen. I think

20 the staff will be shipping around that document. I  
21 mean, it is usually done in Phase I you do this,  
22 when you finish somebody has to approve where you  
23 have finished to go forward. Phase II, does this,  
24 Phase III does this and IV does this, and they  
25 follow. This is an excellent framework of showing

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1 what kind of processes and sub processes you have to  
2 do.

3 But you can look at this and you can break down  
4 in every one of these steps I can find you a process  
5 that fell apart. It is not the framework that we  
6 have to agree on at the end, it is what are the  
7 steps in the review process that are optimal that  
8 can be used successfully.

9 MR. YANDELL: I don't disagree with anything  
10 you are saying, but given the time and the focus  
11 that we have, shouldn't they be at a very macro  
12 level or a more macro level than really down into  
13 doing it, or is it possible to do it at the level  
14 you are talking about within our scope?

15 MR. ZINGALE: I think the Cohen Act had like  
16 13, 19 24, 24 steps in three phases. I don't know  
17 if that is optimal, I had to live through that and  
18 it is not a lot of fun.

19 I don't think you want to get down into

20 specifying what the documents look like and what  
21 kind of data you need in it, but on the  
22 conceptualization stage I think somebody should be  
23 laying out what their business processes look like  
24 currently and what they would like them to look like  
25 in the end and that is not laid out here under

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1 conceptualization.

2 MR. YANDELL: Are you recommending this  
3 Klinger, Cohen approach?

4 MR. ZINGALE: I am just suggesting that I love  
5 this framework. I think Rob did an excellent job of  
6 trying to lay out in an organized fashion the  
7 progression of activities that at the macro level  
8 take place. I would like to go just a little bit  
9 below that and say, what are the major activities  
10 that would be linearly sequence and then what is the  
11 product that comes out of that process.

12 That is the one thing I am not seeing here, I  
13 am not seeing when you finish the conceptual stage  
14 what is the deliverable that comes out of that.

15 When you finish the business case, that is the  
16 business case, what are the critical elements of it.

17 When you finish the review modification stage what  
18 do you have? I don't know.

19 I don't know when you finish the review

20 modification stage, what is the product that comes

21 out of that. What is that process? These are

22 processes everyone should have in their thoughts. I

23 mean, what is that process?

24 MR. YANDELL: You said we have this document?

25 MR. RAMOS: We will provide it to you.

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1 MR. ZINGALE: I e-mailed it over to the staff.

2 THE CHAIR: What would you like to do?

3 MR. ZINGALE: Well, I think we wait between  
4 this meeting and the next meeting just to have  
5 people talk amongst themselves in terms of, do you  
6 want to take this framework and try to capture it in  
7 a process flow or not. If the answer is no, that is  
8 okay with me, but I think it would be good to be  
9 able to look at those oversights and say, what is  
10 the output that that oversight body is receiving  
11 that they're going to be reviewing and doing  
12 something with, because these things flow in and out  
13 of PRW, probably DMS, the Governor's Office, the  
14 budget process. What is the document that is  
15 flowing through that people are reviewing, and can  
16 that be conceptualized.

17 THE CHAIR: Let's put this concept on the table  
18 for the next month when we look at the document,  
19 work product. Thank you very much for your work on

20 that.

21 We move to our next agenda item, which is

22 Business Case Submissions. It is a quarter until

23 11:00.

24 MR. RAMOS: We have begun to undertake with

25 respect to the Council is going out and meeting with

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1 different agencies. We have done a presentation  
2 most recently to the Department of Juvenile Justice  
3 and included for your review and talking to them  
4 about what we can provide.

5 Again, I emphasize and I will talk about this  
6 later on, also, the concept of an enterprise wide  
7 review of things. It is better to have two heads  
8 than one, and our objective is not to be an  
9 obstruction to the process, but almost think of us  
10 along the lines of simply a degree to make it work  
11 better. That is what we are hoping to do.

12 The Department of Juvenile Justice has been,  
13 they do have a lot of outsource measure. They want  
14 to be able to do it better and they have asked us  
15 for that assistance. So we have begun the process  
16 of going out there and we have been asked by a  
17 couple of other agencies to make similar  
18 presentations.

19 So I am excited about that possibility, and

20 what I would like to do is turn it over to Barb and  
21 have her discuss, unless there is any questions  
22 about my presentation, have Barb discuss what we  
23 have done with just some of the requests that have  
24 been made to us.

25 THE CHAIR: Is this advisory in nature or is

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1 there a national group that is helping with that?

2 MR. RAMOS: Just advisory in nature.

3 THE CHAIR: Thank you.

4 MS. CARTER: At the end of March, DJJ submitted

5 an additional 18 outsourcing projects to us. They

6 were all reception related facilities. They were

7 low, medium, high and maximum security. All of them

8 have been outsourced since from 1994 to 2005.

9 There were no new outsourcing projects, they

10 were all ongoing, and basically what they did was

11 wanting to submit to us for review as an

12 informational packet.

13 Pricing of \$18,000 to \$44 million, average cost

14 to outsource was about \$2.5 million and all of them

15 were almost a cookie cutter identical process that

16 they are using.

17 As you know, they are 80 plus percent

18 outsourced mandated by their financial obligations.

19 We reviewed it and then we met with them and spoke

20 with them. They are very proactive. Some  
21 outsourcing, some facilities are working really well  
22 for them for outsourcing. Some, the teams inside  
23 have come up with plans that they feel would be  
24 better to in source.

25 So we are going to work with them and develop a

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1 strategy for them to present to the legislators to  
2 try to obtain permission on some key facilities that  
3 may work better in source versus outsource.

4 We also had contact with the Veterans  
5 Administration. They have an area, a student  
6 nutritional area that is currently outsourced. They  
7 have never put in a business case before. They  
8 called us and asked us for some information on how  
9 to develop a business case. We gave them some  
10 forms, gave them some samples that have worked and  
11 as they begin working on that process we are going  
12 to be working with them, partnering with them on  
13 that and we will be contacted once they are ready to  
14 go forward.

15 They are also looking at outsourcing some  
16 nursing home facilities during the very, very  
17 beginning conceptual idea phase of that. Again,  
18 they would be developing a business case to  
19 determine if that is in the best interest

20 financially and service-wise for them and that is

21 something that will be developing down the road.

22 And then the final resource we had was from

23 Department of Education. They wanted a selection of

24 committee members to sit on an RFP process for them

25 for FCAT computer testing, and we had a

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1 representative from DMS in the State Purchasing area  
2 take that assignment.

3 MR. AGRAWAL: On the Juvenile Justice, was  
4 there anything constructed, or they have different  
5 contractors doing a large variety of very similar  
6 projects?

7 MS. CARTER: Correct.

8 MR. AGRAWAL: Some are more successful than  
9 others?

10 MS. CARTER: Correct. Some are mental health  
11 facilities, some are drug abuse. Some of the  
12 challenges they have I think related to that.

13 MR. EVANS: Are the majority of them management  
14 contracts?

15 MS. CARTER: Yes.

16 MR. RAMOS: Tab four provides you with a list  
17 of all of those facilities and whether or not they  
18 are moderate or maximum high risk or high cost of  
19 the project.

20 MR. AGRAWAL: I was just wondering, if you have  
21 that much data on that it might be interesting to  
22 model their future contracts a lesson learned.

23 MS. CARTER: It was a great dialogue with them,  
24 the presentation. We went into a room with 50 plus  
25 people and they were eager. They have seen the

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1 good, they have seen the bad. They had a lot of  
2 great ideas and they want a partner and create some  
3 way to go forward and implement things that they  
4 know will be a success, things that will save them  
5 money right now. In some institutions they are  
6 paying more money than what they should be paying.  
7 So they are very eager.

8 THE CHAIR: The interest to me is the diverse.  
9 It is many different areas.

10 MR. YANDELL: How did you solicit the inquiries  
11 that you got?

12 MS. CARTER: We didn't solicit them, they  
13 called the office.

14 THE CHAIR: We would suspect that came from  
15 that launch last month and it has received  
16 particular attention by the Governor and agency  
17 heads. We are all charged with the responsibility  
18 of conducting business through contracts.

19 MR. YANDELL: Are there other people in line to

20 get similar presentations?

21 MS. CARTER: At this time we have no open

22 requests.

23 THE CHAIR: Comments? Let's move to the

24 Council Deliverables/Work Products on tab V, please.

25 MR. RAMOS: We have certain statutory

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1 responsibilities. They are on the report on the  
2 outsourcing and the report on the innovation of  
3 state government. That would be my request that the  
4 Council approve the deliverable date of that for  
5 January of '08, one full year of operation and then  
6 the other items we have are inventory of outsource  
7 projects.

8 We actually have a document that will be  
9 discussed later which is the ongoing developing and  
10 it is based upon what the appropriation process  
11 looks like. That will determine the life of some of  
12 the contracts and whether they do not exist after  
13 this point. Then there is also a business case  
14 standards templates which are ongoing and we would  
15 report to you.

16 THE CHAIR: Are you talking about the action?

17 MR. RAMOS: Those would be the annual report on  
18 outsourcing and the annual report on innovation of  
19 state government and I would ask that those be

20 released January of '08.

21 MR. EVANS: Can we have it completed by that

22 time, Rich, year end data?

23 MR. RAMOS: Yes.

24 THE CHAIR: I move for approval.

25 MR. AGRAWAL: In the decision-making process,

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1 is January, '08, the right cycle for agency heads to  
2 look at to be able to figure out what they want to  
3 do? What would be more helpful to the users?

4 MR. RAMOS: I would suggest that as we go  
5 through the funding cycle and we begin, obviously  
6 once again in October you begin the appropriation  
7 process and go through that. It would be my hope  
8 that we would be working with them along the way.

9 None of these vendors I envision as being  
10 simply the Council reporting as much as it is  
11 reporting the progress with the agencies. So when  
12 we come forward with outsourcing in January, it  
13 gives us that opportunity.

14 MR. SZUMOWSKI: The reason January was  
15 selected, it ends up being probably the appropriate  
16 time because we get into the appropriation cycle, we  
17 kind of see the end of the fiscal year and it is  
18 right before the start of the next session in terms  
19 of timing to release this document. So you would be

20 operating on fairly current, fairly thorough data.

21 MS. BENSON: Actually, this is a very good

22 point. The contract is sunsetting in December of

23 '08. Because of the Auditor General report we are

24 contracting with Gardner to review, December of '08,

25 because we are starting our meetings and budget

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1 requests for next year. So we have to start now for  
2 '08. So January 1st, is actually a little off. So  
3 it may actually be better to figure it out earlier.

4 THE CHAIR: Do you have a recommendation?

5 MS. BENSON: It could be July 1st, what we are  
6 submitting to the Governor.

7 MR. YANDELL: If we are doing this real time  
8 and the Council is monitoring this, why couldn't it  
9 be a living document that is always available? Is  
10 there a requirement that it be an event driven  
11 document?

12 MR. RAMOS: I believe statutorily it does  
13 require.

14 MR. YANDELL: If you are always tracking the  
15 data and you have the inventory piece and all that,  
16 isn't that something that could be a living document  
17 and be delivered ad hoc at any point?

18 THE CHAIR: The legislative process seems to  
19 prefer a deliverable date. At that point it is a

20 snapshot in time at that moment.

21 MR. YANDELL: My point. If someone, you have a

22 life cycle that you are on for the project on the

23 budget you are on, another department may have a

24 life cycle and a different life cycle and timeline

25 and if the data is always available then it is

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1 available to anybody when they need it. The annual  
2 report may be a different issue, but the outsourcing  
3 side of it is probably always available.

4 THE CHAIR: What is your requirement? What is  
5 our requirement?

6 MR. RAMOS: Not to complain about the statutes,  
7 but they're rather vague.

8 THE CHAIR: Don't give us opportunity.

9 MR. RAMOS: Therefore, the opportunity is a  
10 yearly report on these two measures. I absolutely  
11 believe we have the information available. What I  
12 would suggest then if you look at, I would really  
13 need to take it in to review how we can best do  
14 that.

15 THE CHAIR: How would you use that report in  
16 your work?

17 MS. BENSON: I think it makes sense to coincide  
18 with the annual budget across state government so  
19 that the government agency heads --

20 THE CHAIR: October 1st?

21 MS. BENSON: July 1st, that way it will be

22 considered as our budget solution to the Governor.

23 THE CHAIR: Would you like to make a motion?

24 We have a July 1 date on the table for a first and

25 do we have a second?

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1 MR. YANDELL: Second.

2 THE CHAIR: Now, Dr. Zingale.

3 MR. ZINGALE: It depends upon if the

4 Legislature ask for a future audience. Is the

5 audience that you produce in your report, the

6 Legislature is looking for the Governor and

7 assisting him in making his recommendations, or is

8 the audience the agency that is preparing this

9 information?

10 I think we need to ask the Governor's budget

11 office are they the audience. You go back to the

12 Legislature and say, this is what the statute is

13 asking us to do, when would you like to have it and

14 we have got agency heads here that can tell you when

15 they need it.

16 I think agency heads need real time information

17 all the time. So it is not us that you are asking,

18 it is the agency heads, when do you want this.

19 They're going to be bringing projects up to you and

20 I am going to be driven by this report in terms of

21 what we do.

22 I think you need to go back and ask the

23 Legislature in their needs and what they want to use

24 it for, when do they optimally want to get it and

25 then the Governor's Office can get it before he

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1 makes his recommendation.

2 If it came in after agencies submitted their  
3 requests, July, August, September, and before the  
4 Governor made his recommendation then you would  
5 probably want to get it to the Governor sometime in  
6 November. He is making his recommendations in  
7 January. So I think you have got to go back and ask  
8 who your audience is.

9 MR. AGRAWAL: Again, certainly you guys are  
10 experts on the decision-making process, but ideally  
11 looking at it from a taxpayer's viewpoint, so that  
12 people who are putting together this is what I want  
13 to spend next year, this is what I want internally  
14 and this is what I would like to outsource, have an  
15 idea how successful you would be and the state as an  
16 enterprise process.

17 Again, I don't know what time period this  
18 relates to, but I think you want to do it from when  
19 the agency heads are preparing their budgets and

20 thinking about what they want to get done, because

21 that is the start of the process is my

22 understanding.

23 First somebody puts together here is how I am

24 going to run my business and then it goes through an

25 approval and bidding process and there is a series

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1 of checks and balances systems, but wouldn't you  
2 want the person generating the idea to be mindful at  
3 the State in terms of what has been effective for us  
4 and what hasn't?

5 MS. BENSON: I was a legislator who voted on  
6 this. Legislators, so what have the agencies  
7 learned anything from previous experience. So  
8 people look to us for budget recommendation. They  
9 look to see if we came up with new outsourcing.

10 So I think it is wonderful to give the agency  
11 heads until July 1st, I don't think we have to ask  
12 the legislation, you need an annual report, we can  
13 do it July 1st, January 1st, I think for purposes of  
14 crafting a budget July 1st is more useful. It will  
15 be available year round.

16 MR. DARLING: Madame Chair. Maybe just one  
17 point of clarification. There will be continual  
18 reports going to the big guys, to the Governor, the  
19 President and the Speaker after every determination

20 is made on an outsourcing project.

21 First of all we have to report 30 days before

22 issuing a solicitation, not we, the agency, and then

23 30 days after, before the execution of the contract.

24 So the Council's compilation of all those reports

25 that are flowing in is an arbitrary date, but I tend

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1 to agree with Secretary Benson, and that is, if an  
2 agency head is going to make an informed  
3 recommendation in their budget, it would seem to be  
4 me that it would be helpful if they had this  
5 compilation before they started their determination.

6 THE CHAIR: If you will allow me. We have two  
7 thoughts here, we have either the call to vote on  
8 the table or to table the motion and get official  
9 information. What is the Council's pleasure?

10 MR. ZINGALE: I will withdraw the second.

11 THE CHAIR: We do have a motion on the table to  
12 having it for July 1?

13 MR. ZINGALE: '07 or '08?

14 THE CHAIR: We will do it on '07 as a baseline  
15 and as a format. It won't have much information,  
16 but it will flow into next year.

17 Let me call the question. All those in favor  
18 of the motion say Aye?

19 (Chorus of Ayes.)

20 THE CHAIR: Now the Inventory, I don't

21 understand the request.

22 MR. RAMOS: No, we don't require an action on

23 those. Only the annual report was the two

24 questions.

25 THE CHAIR: The next item.

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1 MR. RAMOS: Externally directed is the  
2 question, today we will do the presentations  
3 regarding People First. We look for the Council to  
4 give us direction on whether they would like the  
5 next step in the review would be MyFlorida  
6 MarketPlace.

7 THE CHAIR: If you remember the Governor wants  
8 us to take a look at these particular three  
9 projects. The first was MyFlorida MarketPlace.  
10 What is your pleasure for the next one?

11 MR. YANDELL: That is fine.

12 MR. EVANS: That is fine.

13 MR. ZINGALE: Has the Gardner report been  
14 circulated?

15 MR. RAMOS: Included in your book is the 30-day  
16 interim report. There are two more reports that are  
17 going to be coming.

18 MR. YANDELL: My reason for that is that in  
19 reviewing some of the data from MyFlorida

20      MarketPlace there is an important element to  
21      MyFlorida MarketPlace that really needs information  
22      that was filed and it is not available to us. So we  
23      need to understand where that is.

24           THE CHAIR: Aspire will be the next one.

25      Moving to the next report item on the agenda.

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1 MR. RAMOS: I will just mention that in Tab 9  
2 the Gardner report which is the interim 30-day study  
3 regarding Project Aspire is in there. I think it  
4 sets a good framework and I believe that it is a  
5 good beginning place for everyone's knowledge. This  
6 would be a good place to start reading and certainly  
7 will generate questions from Council members and  
8 certainly as there are other issues that are not  
9 covered in there, they will be reporting anything  
10 specific that you as Council members would like to  
11 see answered. Obviously we will be in touch with  
12 you ongoing in the process as we did with People  
13 First. We will provide you with the information you  
14 require.

15 THE CHAIR: I am going to take Chair privilege  
16 and jump the agenda around a little bit. So bring  
17 item F prior to item E. At this point we will have  
18 a discussion with People First from Rob Hebler from  
19 the Department of Management Services will make a

20 report on People First survey. Rob, go right ahead.

21 MR. HEBELER: Thank you very much Council

22 members, Madame Chair. For the purpose of the

23 presentation we will present from over here.

24 The People First survey I want to take a moment

25 to acknowledge much of the work that has been done.

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1 It is a compilation of a great number of hours.

2 Today I have the opportunity to talk to you  
3 about the People First survey. It is surveying the  
4 State employees about their experiences with People  
5 First. Critically the findings and closing remarks.

6 Our agenda today, we are going to be talking  
7 about is the background of the survey. It is  
8 critical that you understand the results, the  
9 implementations, the findings.

10 The background. There have been many stories  
11 and opinions regarding the performance of People  
12 First. We embarked in a survey to better understand  
13 and verify. What we are hearing is statistical  
14 data.

15 We are going to set up a projection to verify  
16 what is working and what, if anything, needs to  
17 change.

18 The critical component in the survey is design.  
19 One of the elements is customer experience equals

20 product to reflect service in a role that represents

21 the fundamental process of how surveys work.

22 The true survey design is product attributes,

23 product attributes that we measure for availability,

24 accuracy, easy to understand, easy to use and

25 ability to accomplish what I wanted to do, and this

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1 pertains to the internet site particularly.

2 Next we look at the service attributes. The  
3 service attributes enable us to build a relationship  
4 between the customer and the service provider and  
5 those attributes will be measured. They were  
6 friendly, listened well, helpful, speed of service  
7 and checked for satisfaction.

8 Now also in survey design we look at what scale  
9 we are going to use. We chose a five-point scale to  
10 understand the level of satisfaction and also  
11 experience versus expectation. The survey design in  
12 terms of its five-point scale was a product to  
13 determine satisfaction, just satisfied, dissatisfied  
14 or extremely dissatisfied.

15 The next component was in terms of did it  
16 exceed expectations based on experience. Some, met  
17 most, met all expectations, failed some expectations  
18 or failed all expectations.

19 This is critical to understand. First we are

20 looking at pieces of puzzles and now the whole  
21 puzzle is completed we are working back between  
22 based on my experience of expectations, what do I  
23 think of the whole in the entirety.

24 This is how we implemented the survey. We  
25 targeted 73,000 active State employees with verified

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1 e-mail addresses, and of these we randomly selected  
2 20,000 employees an invitation to attend to take the  
3 survey.

4 We mailed the survey invitations actually to  
5 5,000, 5,000 starting on Friday the 13th, and closed  
6 it out on Friday the 20th. We surpassed all the  
7 statistical requirements by Tuesday afternoon.

8 Basically we got over 3,300 responses up to that  
9 point. We only needed about 2,200 to complete the  
10 survey at that level. Basically it is a 95 percent  
11 competence, with a request in two percent margin  
12 error.

13 What that means is that we are 95 percent  
14 confident that these results represent the entire  
15 73,000 population that we targeted. Now how do we  
16 do it?

17 Well, we sent out an e-mail invitation on  
18 Friday the 13th, and once you hit the web link in  
19 there you received a welcome and an invitation to

20 participate in the survey.

21 From there we ask you a customer profile. How

22 do you use People First, for time sheets, personal

23 benefits and so forth, and they completed that.

24 From there you were asked have you contacted

25 the service center in the last 12 months, yes. We

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1 asked you to rate your level of satisfaction based  
2 on the attributes we mentioned earlier.

3 If you said no or when you completed the survey  
4 attributes, we asked, have you accessed the website  
5 in the last 12 months. If you said yes we ask you  
6 for the satisfaction of those attributes that we  
7 mentioned earlier. If you said no basically you are  
8 brought to the end of the survey and asked in terms  
9 of your role experience did it meet your  
10 expectation.

11 From that once you answer that question we ask  
12 you why do you feel that way and how could People  
13 First improve and between that the findings.

14 The findings. In terms of the service center,  
15 and I apologize for the small print, clear strengths  
16 in here were friendly, listened well and helpful.  
17 So very clear strengths in the data. But relative  
18 to those strengths were also weaknesses in terms of  
19 field service, check for satisfaction and confidence

20 in the information provided.

21 Overall 50 percent were satisfied or extremely

22 satisfied in the performance of the system. Sixty

23 percent were neither satisfied or dissatisfied and

24 13 percent were dissatisfied or extremely

25 dissatisfied.

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1 Next to the website satisfaction. In terms of  
2 here clear strengths, availability and accuracy of  
3 clear strengths of the website performance.  
4 Relative to those strengths or the weaknesses, speed  
5 of service, easy to understand, easy to use and  
6 ability to accomplish what I wanted to do. Overall  
7 57 percent were satisfied, were extremely satisfied  
8 with the website performance and 23 were neither  
9 satisfied or dissatisfied and 23 were dissatisfied  
10 or extremely dissatisfied with the performance of  
11 the website.

12 Now I mentioned earlier about putting the  
13 pieces of the puzzle together. Now this is when we  
14 answer overall, based on your expectations and  
15 experience how do you feel about People First. This  
16 we see in a somewhat different profile, where 59  
17 percent overall felt that People First met or  
18 exceeded the expectations based on experience.  
19 Forty-one percent felt that People First failed or

20 failed some or failed all of their expectations.

21 Now, on the surface you would say the majority,

22 that is 51 percent, but also keep in mind what we

23 are surveying in terms of People First, what it

24 provides, the services it provides, the time sheets,

25 benefits. So when someone is dissatisfied they tend

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1 to be very vocal about that.

2 After they had an opportunity to complete their  
3 expectations or experience we asked them in terms of  
4 how do you feel in terms of your comments. We had  
5 to put it in bucket. We had the positive comments,  
6 time sheet, hiring screening process, service center  
7 performance, other and no suggestions.

8 So 86 percent they comment why you feel this  
9 way. This is very significant to ensure that people  
10 really care and want their opinions to be heard.

11 And then 70 percent of the respondents said write a  
12 comment as to how we can improve People First and  
13 this will be shared with the People First team  
14 members in terms of understanding trends.

15 Then the closing remarks. In terms of  
16 surveying and certainly a five-point scale we could  
17 put in these categories. There are those who are  
18 advocates, people who love whatever service you are  
19 providing. People will go out and talk about it.

20 It requires very little markings and very little

21 education.

22 People who have used the product and people's

23 opinions about it and there is what I call middle of

24 the road. People that are kind of in the middle,

25 they are okay and they can go either way depending

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1 on what the service is providing and that is  
2 important.

3 And there is people, twos and ones, well, they  
4 are in pain and there is an ability of trust that  
5 has happened there. Basically a world plan company  
6 would certainly want more people on the five and  
7 fours and threes than on the other side and that is  
8 one profile we wanted to obtain.

9 When we look at the other performance, the  
10 service center has that profile, but in terms of  
11 advocating this and so forth, but it has the loyalty  
12 there.

13 Let's look at the website. A little less of a  
14 profile, but still showing that profile of  
15 advocates, people were in a little more in pain  
16 there, but in terms of the profile there is  
17 certainly opportunity to improve the data shows.

18 We look at overall expectation, a somewhat  
19 different profile. There is a little more pain and

20 you see really a call to action is what the data  
21 shows. There is an opportunity here to kind of  
22 shift it up here.

23 So what do we do? We want to be world class in  
24 terms of providing the service to the customers of  
25 People First. So to kind of move that curve from

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1 experience to expectation to the best in plans, it  
2 is necessary to reinforce the strengths and  
3 aggressively address the shortfalls.

4 So the strengths that is very friendly,  
5 listened well, helpful in the service center, make  
6 them stronger. The ability in accessing the  
7 website, make it stronger. That was a direct impact  
8 to overall expectations or experience.

9 The shortfalls, speed of service, satisfaction,  
10 competence in the information provided in the  
11 service center, easy to understand and ability to  
12 accomplish what I want it to do, a critical element  
13 of the shortfalls need to be addressed.

14 Also it takes a commitment by all parties  
15 concerned to stay at the pace with the customer's  
16 experience relative to expectations. What you see  
17 in that curve is basically the expectations are  
18 being left behind and we need to address the  
19 shortfall. That concludes my report.

20 THE CHAIR: Members, I would be interested in  
21 your comments, observations, questions about  
22 methodology.

23 MR. AGRAWAL: In terms of the suggestions, was  
24 there a suggestion that was made to you that struck  
25 you?

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1 MR. HEBELER: A hundred of the people coming  
2 into the survey there would be no surprise as far as  
3 the time sheets. There is many opportunities within  
4 the website to address time sheets. We have to do a  
5 further analysis to actually coding to find out the  
6 patterns, but clearly time sheets that is what hits  
7 the most is the opportunity to improve that area.

8 MR. EVANS: Rob, in terms of moving the line  
9 further to the left which is what you are trying to  
10 do, how much of the problem is anchored in potential  
11 non-compliance or non-uniformity to the standards  
12 across agencies?

13 MR. HEBELER: Unfortunately the down side of  
14 this survey is recorded data. I wouldn't have the  
15 ability to answer that, sorry.

16 MR. EVANS: Because that ultimately ends up  
17 being something the end user has to deal with?

18 MR. HEBELER: The user, the customer is clearly  
19 saying, this is what is important to me, be

20 friendly, but on the service side make it speed of

21 service.

22 THE CHAIR: Tim.

23 MR. YANDELL: One of the things, do you know

24 what is causing people to have to call the service

25 center? If you are doing it on the web and it is

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1 automated and they're not calling to the service  
2 center that diminishes your cost. Do you know what  
3 aspects are not being delivered?

4 MR. HEBELER: Unfortunately it falls outside  
5 the scope of this research, I wouldn't know that.

6 MR. YANDELL: That is one of my questions, that  
7 is something to attack obviously in that system.

8 MR. ZINGALE: I commend you all for an  
9 excellent survey in terms of it seems to be valid in  
10 terms of the group you are looking at.

11 From the vantage point of a line employee or a  
12 line supervisor that was surveyed, that was surveyed  
13 primarily dealing with the tool sets that they  
14 needed to function in their daily jobs.

15 Another survey down the road and I know Linda  
16 is certainly interested in talking about those kinds  
17 of things, is that systems also touches our hiring  
18 process, where you wouldn't necessarily be asking  
19 that same population, how happy are you with the

20 tools that are being provided in terms of hiring.

21 Your agency heads, your personnel directors.

22 The question over here is again a management issue.

23 Do we have the capability within that system as it

24 is currently populated to be able to compare common

25 job classes across state government, to see what

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1 their turnover is and what their pay is. It wasn't  
2 part of this survey, but a critical feature that I  
3 don't think is performing very well. Like the  
4 hiring function didn't perform very well.

5 So there are a number of business functions  
6 that address at the agency wide level, at the major  
7 HR processing level, hiring, how is the evaluation  
8 system that is captured in there? Does the State of  
9 Florida have a common evaluation system that gives  
10 you all the attributes that you would want of a  
11 modern world class evaluation system. The answer  
12 is, no, we don't.

13 So what was surveyed there gave you results  
14 that would help improve the transaction side of a  
15 time, leave and attendance system that supports the  
16 line employee and their supervisor.

17 Now, if we went forward and fixed those, I  
18 still would not be a very happy agency head with  
19 respect to the tools I have to manage the Department

20 of Revenue and 540,000 employees scattered all over  
21 the state of Florida.

22 A number of business processes that necessarily  
23 were not clarified clearly in that contract are not  
24 meeting anywhere near world class standards.

25 So as we move forward, are we going forward

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1 just to improve that particular contract as it was  
2 written to get better or we are going to take a  
3 bigger look at what does the state of Florida need  
4 on the HR side to manage strategically, to manage  
5 operationally.

6 Is there data in there that would help us  
7 support an activity based budgeting system, no. An  
8 evaluation system, no. A training system tied to  
9 performance, no.

10 Do we want those, everybody does. So I think  
11 there is other feedback that Linda has certainly  
12 said she is going to be gathering over time that  
13 would help determine what other things would be  
14 necessary.

15 THE CHAIR: This is a great dialogue and I wish  
16 we could spend a long, long time on it. I have a  
17 thought or two about it.

18 The intent of this survey was solely to capture  
19 statistically the rumors, antidotal information

20 about how people felt about People First. You can't

21 be in Tallahassee very long without hearing that.

22 I am new to state government, new to

23 Tallahassee and have become very familiar with how

24 folks feel about it, because I am standing at the

25 grocery store, at the restaurant. So we wanted to

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1 get a statistical clear data about that.

2 Now, it was not intended to address the things  
3 that Jim talked about and it is just another piece  
4 of information. The scope of work for the Council  
5 of Efficient Government as it relates to People  
6 First is identify why has People First appeared to  
7 be a product that doesn't meet the expectations of  
8 its customers and what do we do to keep that from  
9 happening with the project going forward.

10 This is not designed to fix People First in  
11 this environment. However, I will assure you that  
12 those of us in the decision-making positions about  
13 People First will certainly use this data as another  
14 piece of information to move forward to meet the  
15 expectations.

16 MS. BENSON: Actually I think this was very  
17 useful. So I am sitting here, who, how can I get my  
18 hands on this.

19 MR. HEBELER: We do host this, so it is

20 available.

21 MS. BENSON: But what I think we are not  
22 necessarily analyzing the flaws of your system or  
23 the flaws of my system, but we are analyzing the  
24 process.

25 What we are finding that our agency fails to

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1 ask the questions of our customers. How are we  
2 serving you. I think what would be useful if the  
3 Council convene all of us who have call centers and  
4 say, how do you do a broad based survey, but how do  
5 you take it a step back and do the focus for your  
6 customers and say meeting your needs and how often  
7 should you do that. We are talking about doing  
8 focus group with our customers and how you  
9 prioritize.

10 THE CHAIR: There is a time for surveying and  
11 we are very fortunate to have Rob from the  
12 Department of Management Services to help us do  
13 that. Had he developed the right kind of tool then  
14 we are happy to share that with other agencies.

15 MS. BENSON: There is that, but I don't know  
16 what your contract is, but you have to pay cost for  
17 every change you want to make to the system, right?

18 THE CHAIR: Yes.

19 MS. BENSON: So we have to figure out how to

20     prioritize the ones that mean the most to my  
21     customers. Looking across agencies that have things  
22     in common and say, let's build partnerships.

23           THE CHAIR: So we are talking about a user  
24     community of how we actually go about asking and  
25     listening to our customers.

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1 MS. BENSON: Or contacts.

2 THE CHAIR: So the purposes of this discussion  
3 is if anyone else is interested in the survey let us  
4 know.

5 MR. RAMOS: It is in your tab VII. First of  
6 all we will go briefly to what it is. People First  
7 as a product description, the intent of People First  
8 was to create an online self-service human resource  
9 application. This system was developed to  
10 streamline and automate such things as payroll,  
11 benefits, hiring, personnel management. The new  
12 system was to be easy to use to employ interactivity  
13 and able to offer process proficiency. It cost \$350  
14 million.

15 The next slide has the facts, projected versus  
16 actual. Projected cost \$173 million, actual \$13.5  
17 million, original was 971 and a half projected  
18 number of H. R. positions to be cut, the actual  
19 number was 862.

20           We then get into the number of individuals  
21           using People First. It was asked at the last  
22           meeting with respect to COPES what the cost is to  
23           maintain that, that amount is \$70,115 a year. There  
24           is over the process of time that has been lower and  
25           lower and there are 50 plus agencies and groups

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1 using People First, 31 agencies using first modules,  
2 payroll and benefits.

3 The next slide, that gets to the very issue of  
4 what was just being discussed. The whole concept of  
5 us doing enterprise-wise thinking where we actually  
6 sit down with other agencies of similar use as the  
7 call center as an example and have the ability to  
8 sit down and share the information, share the  
9 knowledge and are able to go forward.

10 The purpose of People First was agency wide,  
11 enterprise wide, it was not meant for a bad thing,  
12 it was meant to be a good thing. The process as we  
13 go forward now is to look at has this first portion  
14 of our study will tell us, there was just mistakes  
15 in the very beginning phases and that is what has  
16 affected the outcome of this project or at least  
17 where we are today.

18 Executive summary. I can walk you through all  
19 of these. We can talk about the issues

20 individually. .3, the lack of standardization,  
21 again was mentioned here earlier, Steve, you  
22 mentioned it. The reality is that with all due  
23 respect the agency has if we were to take a product,  
24 a commercial software off the shelf and we then say  
25 we are going to do a system that is enterprise wide

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1 and then have 300 changes to it, it doesn't look as  
2 it did, it is now customized, it is not off the  
3 shelf any longer.

4 One of the other factors we saw, this is going  
5 to the very beginning, we looked at the IT  
6 infrastructure. Everybody did not have the same  
7 computer at their desk. Therefore, there were links  
8 and components of People First that could not be  
9 used as it was being installed.

10 So as we go through the process we then look at  
11 that and we can go through the beginning to the end.

12 Frankly the original business case had some flaws.

13 There was not a project team on it at first. Those  
14 are all things that the private sector people would  
15 not have done if you were investing this type of  
16 money into the system.

17 The \$173 million of cost savings was not --  
18 based upon our information it doesn't appear that it  
19 was possible. I can't get there, I can't get the

20 mathematics done to show that.

21 When we get into the issue of trying to fast

22 track a project of this source, and again to this I

23 would certainly ask the private sector individuals

24 and backgrounds to talk about, and this is something

25 that H. R. is difficult, heavy lifting to do with

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1 the corporate world, and to try to fast track it was  
2 probably not the wisest approach. The  
3 implementation typically on these are 18 months.

4 MR. EVANS: Rich, can I add one thing?

5 MR. RAMOS: Certainly.

6 MR. EVANS: The one thing that you do notice  
7 when you enlarge enterprise wide implementation,  
8 that on the front end approval process, one of the  
9 critical gauges that you force everybody to go  
10 through is enterprise wide compliance with  
11 standards. If you don't have that then you stop the  
12 process.

13 THE CHAIR: Bingo.

14 MR. EVANS: Not to interrupt you. That is one  
15 of the most valuable, to me this is one of the most  
16 valuable aspects of this Council is not place blame,  
17 but understand what can be changed the next go  
18 around.

19 MR. RAMOS: And the final point as we talk

20 about the agencies being prepared for transition.

21 There needed to a bio, there needed to be a

22 discussion of this prior to see the acceptance of

23 that.

24 Again, we can go back and talk about horror

25 stories, the question is I think the reality is our

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1 task is based upon our statutory requirement is  
2 simply taking these lessons learned and helping  
3 others not replicate them. I think that would be  
4 the wisest approach in looking at these.

5 There are some accomplishments of the project  
6 that are in there. There are national trends and I  
7 can go through the entire slide if you wish. I  
8 don't know if you wish that. I would suggest that  
9 when we get to recommendations if I might.

10 Again, if the Council were to be making  
11 recommendations I think with respect to this  
12 particular project, I think you look at a strategy  
13 now as to what we do to go forward, whether it is  
14 reaching Dr. Zingale's model or whether we continue  
15 with a similar type as this.

16 The question is we are going to have to come  
17 forward and determine what it is that we want to  
18 have. We have to begin with whatever those  
19 activities are.

20           Again, that becomes a question of whether  
21    looking at the system and continuing to make  
22    developments and include links and do all those  
23    things as the Secretary pointed out, it cost money  
24    every single time you make a change to the product.  
25           MR. EVANS: To that point. Is it our purview

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1 to make a decision on what strategy to take forward

2 on this project?

3 THE CHAIR: No.

4 MR. EVANS: That is what I wanted to clarify,

5 thank you.

6 MR. RAMOS: I would simply share that our

7 lessons learned going forth.

8 MR. EVANS: Overall.

9 MR. RAMOS: Overall. Frankly I could even

10 point to the Gardner study, the 30-day. They talk

11 internal to that with respect to a successful

12 outsourcing and how that would best be undertaken.

13 One of the interesting things, if I might, kind of

14 an editorial on this.

15 There are a million and one really great books

16 on technique and ideas on things to do. The reality

17 is that if we do not do them we will fail. I mean,

18 that is just the basic on this one. If there is a

19 lesson, an overriding factor of everything here,

20 there are a number of lessons learned and I think  
21 that we can share those whether it is a project of  
22 this magnitude or whether it is something else. I  
23 think the reality is that those lessons learned are  
24 there, but I think again if you learn them you have  
25 to implement them.

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1 MR. ZINGALE: Could you reshoot that Executive  
2 Summary by the framework category so you can align  
3 which one of those you think most likely fell into  
4 the concept, contracting? You keep driving it back  
5 to the model if that is the recommendation. I think  
6 that would be a good document to have.

7 MR. RAMOS: Absolutely.

8 MR. AGRAWAL: Just as a framework for me. How  
9 long are we committed to this current process?

10 MR. RAMOS: The People First contract expires  
11 in 2011.

12 MR. AGRAWAL: Do we own the software, we pay  
13 for all the changes and modifications, how does that  
14 play out?

15 MR. RAMOS: I am not trying to be evasive. I  
16 would simply say that the thousand pages of the  
17 contract that I can bring you, I am not exactly sure  
18 of the specifics. I believe that there is --

19 THE CHAIR: The company owns the software, it

20 is a service provision.

21 MR. AGRAWAL: So the modifications that we paid

22 for.

23 THE CHAIR: If we make change orders to the

24 system.

25 MR. AGRAWAL: So we customize them only for the

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1 time period remaining?

2 THE CHAIR: Yes.

3 MS. BENSON: You negotiate a contract that you  
4 won't end the software at the end of the contract?

5 THE CHAIR: Apparently.

6 MS. BENSON: Do you own the data?

7 THE CHAIR: We own the data.

8 MR. AGRAWAL: And when does it end?

9 THE CHAIR: 2011.

10 MR. YANDELL: Your answer was that we are  
11 charged with trying to help either fix it?

12 THE CHAIR: No, the Council's mission in  
13 reviewing People First, Aspire and MyFlorida  
14 MarketPlace is to use three large projects as the  
15 petrie dish so to speak for these research and  
16 development case studies that will allow us to build  
17 procedures for the state that will prevent us from  
18 doing these problems over again as we go forward,  
19 from this point forward. So it is not the Council's

20 purview, responsibility or authority to do anything

21 about People First. That would be me.

22 MR. AGRAWAL: That could go to our Chairperson.

23 THE CHAIR: It is the Department of Management

24 Services's responsibility along with the Executive

25 Office of the Governor, the Chief Financial Office

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1 has a role as well.

2 MR. YANDELL: But our framework as Dr. Zingale  
3 put it, the structure that we use to look at this  
4 project is folding it back would potentially help  
5 you figure out a way to fix that?

6 THE CHAIR: That is hard for me to say. What  
7 we have here, when you look at how People First was  
8 conceived and implemented and is ongoing with the  
9 current contract in place, the project, if you look  
10 at it by the business propositions, it is  
11 fundamentally flawed.

12 It has problems that are predictable at this  
13 point looking backward. I want to say this. It is  
14 not absolutely the sole responsibility of the  
15 contractor if this project does not work. Within  
16 the state of Florida we have to own the  
17 responsibility as well, because as the bold  
18 initiative went forward to do that sort of thing, we  
19 probably didn't have our arms around it. The state

20 of Florida didn't have its arms around the skill

21 sets needed to properly do this.

22 What we have is we have Aspire, MyFlorida

23 MarketPlace, People First, all being done about the

24 same time, all replicating these issues, learning a

25 lesson along the way, building the plan as you go.

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1           From this point forward if Holly wants to start  
2           something from scratch today, she is going to learn  
3           from the lessons of these three projects and the  
4           Council's tool kit that we hand to her in making  
5           that project happen will be beneficial to her. That  
6           is what the purview of this organization is.

7           It is the tools that we hand to the agencies to  
8           make sure that projects of this nature will not be  
9           fundamentally flawed from day one, that we have  
10          learned from those experiences. Does that help?

11          MR. AGRAWAL: It helps a lot.

12          MR. ZINGALE: I am still trying to figure out  
13          10 years from now the impact. If you took this  
14          project at a slightly different level as you are  
15          looking at your summary, applied it back to the  
16          major business steps, at that point in time you are  
17          saying a step was missed, a step was executed  
18          inappropriately.

19          You are down there giving Holly the benefit of

20 this is the framework for making quality decisions  
21 on your next project and here are the critical ones  
22 that were made here when you look at Aspire. Here  
23 are critical ones that were made here. Where in the  
24 ideal system did it breakdown here?  
25 It could have been the vendor, it could have

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1     been the requirements gathering, it could have been  
2     the poor funding, could have been early  
3     implementation, didn't execute well, lousy vendor.  
4     I mean, all of those things happen and that we would  
5     be sitting back in every activity and putting that  
6     forward as mistakes people shouldn't make in the  
7     future.

8           THE CHAIR: What we are going to do is have the  
9     staff lay over the analyst of People First back to  
10    the flow and identify those gaps that happened for  
11    People First.

12          MR. EVANS: Just a point of clarification for  
13    my part. Is it in the purview of the Council from  
14    this point on to be part of the approval process for  
15    new projects as they go forward? I am kind of going  
16    to the framework that Rob put up earlier for  
17    outsourcing?

18          THE CHAIR: Over 10 million, yes. Outsourced  
19    as defined by the statute for projects that are 10

20 million and more. That is why I hesitated because  
21 there will be projects to provide, but for those  
22 projects the answer is yes.

23 MR. EVANS: The only reason I ask is it gives  
24 some level of assurance and validity to the work  
25 that we are doing here.

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1 THE CHAIR: Absolutely.

2 MS. BENSON: The other thing would be to talk  
3 about what the questions are. So I think the key  
4 decision was our contractor may not --

5 THE CHAIR: To know questions to ask. That you  
6 provide the agencies because frankly you all know  
7 you start with your business concept and it moves  
8 into the business case, then you have to do your  
9 procurement, do your contract and your monitor, your  
10 payment, your follow up, those are all done together  
11 and when those three together properly you cannot  
12 have breakdowns early on. That is essentially  
13 divergent from what you really need to happen.

14 MR. YANDELL: Just overlay on MyFlorida  
15 MarketPlace. You have similar people trying to  
16 acquire different things not knowing that we have  
17 different vendors for projects, you have a clearing  
18 house.

19 MR. AGRAWAL: Just an overall comment as we

20 were going through this conversation.

21 THE CHAIR: We have no hope for a better pass

22 on this one, we really don't.

23 MR. AGRAWAL: The one thing that just really

24 struck me about the whole process is whatever

25 lessons learned, I think retroactively we are

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1 casting it into the new process, that is probably a  
2 good exercise, we covered all the points in the  
3 process. The one thing that blows me away, in one  
4 of the businesses I work with, if we miss by  
5 \$150 million in --

6 THE CHAIR: You know, I am going to stop  
7 talking about this now, so I am going to stop  
8 discussing it.

9 MR. AGRAWAL: I would say from the State side  
10 without regard to this contract. To the extent that  
11 somebody comes up with an idea and brings it forth  
12 and presents it as a significant cost savings or  
13 whatever the issues may be, there may be some  
14 accountability for response time.

15 None of this discussion have I seen any  
16 conversation about who sponsored it, where it came  
17 from. Again, I am not suggesting that we take any  
18 adverse action or anything else, but at least be  
19 discussed.

20 THE CHAIR: That is a really valid point. I am  
21 not sure I know how to do that because the response  
22 is going to go according to our voters. These  
23 projects have life cycles that go beyond.

24 MR. EVANS: It is a very valid point. Perhaps  
25 that is a topic that we could tee up on the issue of

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1 accountability.

2 THE CHAIR: The next item on the agenda. It is  
3 15 minutes. I am happy to stay on People First to  
4 the point you all are interested, but we have other  
5 agenda items.

6 MS. BENSON: I think the other question is at  
7 what point do you renegotiate a contract and what  
8 should you consider in the negotiating.

9 And the other comments I have is that team that  
10 did my contract and did her contract came from my  
11 agency to her agency.

12 THE CHAIR: Very good.

13 MR. DARLING: Could I pull this off of People  
14 First for you?

15 THE CHAIR: That would be dandy.

16 MR. DARLING: I would like to see when we take  
17 on Aspire as the next review, I would like to see  
18 the same thing that was asked for by Dr. Zingale, an  
19 overlay on the map, and I think what we are going to

20 see is a trend of where we made mistakes.

21 THE CHAIR: I hope our learning curve is

22 really, really, really fast because we all have

23 business to take care of and we need to be learning

24 this lesson very well and quickly.

25 Going back, I had missed item E on the agenda.

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1 We will stop at 12:00. That is 16 minutes.

2 MR. SZUMOWSKI: We will recover time. This is  
3 in tab six. Early on in the office and looking at  
4 who else in the community we should collaborate with  
5 I kind of jumped off the page at a few people and  
6 Mr. Evans was a little bit proactive in getting us  
7 in touch with the Tax Watch people.

8 You will see on the slides that they look at  
9 about 500 to 600 nominations for the award annually.  
10 Most of those end up in some sort of award, some  
11 cash. I think what is more significant is that they  
12 maintain a database of about 700 innovated ideas  
13 that they feel have probably some enterprise merit  
14 but there is no official or maybe even effective  
15 communications channel. These ideas are sitting in  
16 a database, but they don't see the light of the day.

17 So they reached out to us based on what they  
18 were doing in terms of maybe this is the way to get  
19 hooked up and give ideas. So there is a possibility

20 of collaborating with the Council on some of those

21 adaptable ideas.

22 The next page talks about to the benefits that

23 can give us discussion framework for potential wide

24 solutions even to very, very small things and then

25 there is the opportunity to integrate some of those

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1 things into the enterprise business practices.

2 I guess the recommendation going forward is the  
3 office could work with staff to look at ways in  
4 incorporating that even in the annual report, but to  
5 try to work with them to get some visibility to  
6 those things that may have merit and finally bring  
7 those before the Council.

8 MR. AGRAWAL: Rob, in the federal government  
9 and as the government executive features,  
10 recognizing innovation. It is an annual thing that  
11 they do. It is an interesting conversation because  
12 innovation, the innovation in and of itself in the  
13 governmental sector there is a lot we can do with  
14 recognition in building a very simple model around  
15 doing that. Senior service associations have done  
16 that. So I would like you to take a look at that  
17 and research it before. So it is worth taking a  
18 look at to see if there is anything there.

19 MR. EVANS: One comment. I don't know if we

20 have it, Rob, but to your point on the Davis  
21 Productivity Award. Those awards there is going to  
22 be eight, seven awards over the next 30 days that  
23 are going on. There is a large one here at the  
24 Civic Center, but they are all over and then there  
25 is one in each city recognizing state government

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1 employees who have really done a fabulous job of  
2 embracing very creative thinking. It has enterprise  
3 application.

4 So it is one of those things that if we are in  
5 the city of Ft. Lauderdale, West Palm, Miami,  
6 Orlando, and would like to go, it might be helpful  
7 if we send out the date and the time because we are  
8 all welcome to attend those.

9 MR. SZUMOWSKI: The other items, Tax Watch and  
10 I asked them for an opportunity to get on the agenda  
11 in the future with respect to specific ideas and  
12 cost savings. Would you like staff to work for  
13 them?

14 THE CHAIR: We can find a place on the agenda  
15 when it is timely. Moving on. We have as the next  
16 agenda item would be outsourcing inventory. That  
17 was talked about, one of the things our last time  
18 was to have an inventory for the project on  
19 outsourcing.

20 MR. SZUMOWSKI: This is in tab A. So far based  
21 on this we have identified 107 outsource projects  
22 throughout the state. They come in a variety of  
23 different categories and flavors if you will.

24 We are now going through the process to put  
25 those into some basic categories. There are major

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1 kind of data gaps and data within that inventory we  
2 are working to clean up. We have a plan to use  
3 because all of these need to be tied back to  
4 obviously some sort of funding.

5 We are working with all the other key  
6 stakeholders to gather those and use that as a point  
7 of validation for the inventory. The bottom line we  
8 expect to have a clean inventory by December, as we  
9 get through that October cycle in the budget.

10 The next two pages provide a little bit of a  
11 framework for what those look like. Of the 107  
12 identified outsource projects we listed those by  
13 dollar value. There are six right now that are  
14 ongoing that over the \$10 million mark. We have 35  
15 of the 107 that we really have no current cost data  
16 on. That is part of the gap we are trying to fill.

17 So this kind of gives you the scale of what  
18 those projects look like. And on the next page we  
19 do the same thing but by department, who are the

20 major outsources throughout the state.

21 This lays out the 107 that we know about. Of

22 those 57 are still active at least by the end of

23 this year, 24 the end dates have expired and we are

24 trying to confirm whether those contracts are still

25 active or not. There is 26 more will be done at the

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1 end date. That is why we are trying to use the  
2 appropriation process to kind of clean all that data  
3 up and make it accurate.

4 DJJ is obviously the largest user of  
5 outsourcing. Most of that was projects that are  
6 mandated by statute. The money is there specifying  
7 that these facilities will be outsourced. So a lot  
8 of that is driven by the appropriation.

9 THE CHAIR: Questions about the inventory?  
10 Good job, staff, moving to the next item, Survey  
11 Research. We ask our customers what is going on and  
12 talk about the idea about this research.

13 MR. SZUMOWSKI: Actually we are planning on  
14 working closely with Rob Hebler to leverage not  
15 only his experience in pulling together those survey  
16 instruments, but the tools as well.

17 The idea is really through a process kind of  
18 framework as sort of a range of the stakeholders on  
19 what their opinions are, what is working well, what

20 is urgent, and the stakeholders, we have gotten a  
21 lot of input from members, it would include  
22 everybody from the agencies, themselves, and  
23 different users throughout the agencies, the  
24 Legislature, the funding agencies, but also extend  
25 that out into the vendor community who can provide

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1 the input from the service provider. We are in the  
2 process of looking to pull that together and  
3 certainly we float that to the Council members for  
4 review, comments.

5 MR. ZINGALE: Problem identification, best  
6 practices identification?

7 MR. SZUMOWSKI: Initially it is probably going  
8 to be viewed as a problem identification, almost a  
9 little bit of perception and compare the different  
10 stakeholders groups to see if there is any  
11 correlation between the issues.

12 THE CHAIR: There is a lot of people in the  
13 food chain starting with changes. We should ask  
14 them their thoughts. There are a lot of  
15 consultants, a lot of vendors, end users. This is a  
16 big issue that touches a lot of people and we should  
17 ask them what their thoughts are.

18 So it is a good project, I am looking forward  
19 to it and encourage you to give your thoughts to the

20 staff rocking and rolling and on the street.

21 All right. That takes care of our agenda

22 items. Are there any announcements by any members?

23 MR. ZINGALE: We didn't adopt it, but when we

24 looked at the framework and start identifying on the

25 projects that we are looking at which sub component

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1 of the process broke down, start classifying it that  
2 way.

3 The other part of our mission was identifying a  
4 best practice and I would just throw this out like  
5 we did Mission last time, and if you don't want to  
6 do it, it is okay, but what in our context of what  
7 we are doing is a best practice? What is the  
8 definition of a best practice? Is it something  
9 designed to go to one of those processes and approve  
10 it, or is some other concept of what is a best  
11 practice, so when you use the words, best practice,  
12 it means something to us in some relationship.

13 I think that might help us understand a little  
14 bit better what kind of things we are hunting for  
15 when we are hunting for best practices.

16 The other is when you get your surveys back,  
17 again, I would like it thrown out as a discussion  
18 amongst the group, we need a structured process in  
19 place that says, if that is a problem where do we

20 assign the problem to be looked at and what is the  
21 approach we are going to be using to solve that  
22 problem as opposed to just ending up with a  
23 collective set of problems that we are throwing on  
24 the table.

25 I believe we don't have a structured approach

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1 to attack this problem. It doesn't have to be a  
2 mechanical approach, but some structured approach,  
3 then we may end up shotgunning all over the place.  
4 I think we have enough talent here to be able to see  
5 that happen. Again, throw it out, if you get  
6 feedback from the group, that is all right. Does  
7 that make sense, that approach?

8 MR. AGRAWAL: I think it makes perfect sense at  
9 least in the evolution with my conversation with  
10 staff. This survey conversation went along the  
11 lines of your comments earlier, what is the question  
12 to go in those boxes and are those the appropriate  
13 questions.

14 One of the conversations we were having was,  
15 why don't we ask the people that have done this and  
16 find out what it is they asked or didn't ask and  
17 incorporate and wish they had asked. I wouldn't go  
18 down to a finite process, but a guidance.

19 MR. ZINGALE: A loose guidance.

20 MR. AGRAWAL: I think the answer is the value  
21 of the survey, the feedback into that process for  
22 ensuring some problems. So the best practices leads  
23 into lessons learned on best practices on a go  
24 forward basis.

25 MR. SZUMOWSKI: Yes.

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1 MR. ZINGALE: Same thought down here.

2 MR. SZUMOWSKI: Madame Chair, one more thing if

3 I may. We have a new member joining the office

4 hopefully May 11th, Henry Vergo.

5 THE CHAIR: We are pleased to have him come

6 along.

7 MR. SZUMOWSKI: I will be here. It has been a

8 great pleasure and a great experience.

9 THE CHAIR: Other thoughts, comments? Anything

10 for the good of the order? Hearing none, we stand

11 adjourned.

12 (Whereupon, the proceedings were adjourned.)

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1           C E R T I F I C A T E

2 STATE OF FLORIDA    )

3 COUNTY OF LEON     )

4        I, CLARA C. ROTRUCK, Court Reporter at

5 Tallahassee, Florida, do hereby certify as follows:

6        THAT I correctly reported in shorthand the  
7 foregoing proceedings at the time and place stated in the  
8 caption hereof;

9        THAT I later reduced the shorthand notes to  
10 typewriting, or under my supervision, and that the  
11 foregoing pages 2 through 85 represent a true, correct,  
12 and complete transcript of said proceedings;

13       And I further certify that I am not of kin or  
14 counsel to the parties in the case; am not in the regular  
15 employ of counsel for any of said parties; nor am I in  
16 anywise interested in the result of said case.

17       Dated this 24th day of May, 2007.

18

19

\_\_\_\_\_

20 CLARA C. ROTRUCK

21 Court Reporter and Notary Public

22 State of Florida at Large

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