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STATE OF FLORIDA  
COUNCIL ON EFFICIENT GOVERNMENT

THE CAPITOL  
CABINET MEETING ROOM, LL03  
TALLAHASSEE, FLORIDA  
JANUARY 17, 2008  
10:00 A.M.

Reported by:  
CLARA C. ROTRUCK  
Court Reporter

FOR THE RECORD REPORTING TALLAHASSEE FLORIDA 850.222.5491

1 IN ATTENDANCE:

2 Chairperson Linda H. South  
3 Jim Cassidy, on behalf of Hon. Alex Sink  
4 Timothy Yandel  
5 Akhil Agrawal  
6 Holly Benson  
7 Lisa Echeverri  
8 Steven Evans

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P R O C E E D I N G S

CHAIRPERSON SOUTH: Good morning to everybody.  
It has been a few months since we had the  
opportunity to meet in person, and it's good to see

5 you all at this table. Let's go ahead and go  
6 through a roll call, please.

7 Mr. Yandell.

8 MR. YANDELL: Here.

9 CHAIRPERSON SOUTH: Akhil Agrawal.

10 MR. AGRAWAL: Here.

11 CHAIRPERSON SOUTH: Holly Benson.

12 MR. BENSON: Here.

13 MR. CASSIDY: Jim Cassidy representing CFO  
14 Sink.

15 MS. ECHEVERRI: Lisa Echeverri.

16 MR. EVANS: Steve Evans.

17 CHAIRPERSON SOUTH: I do want to take this  
18 chance to introduce Lisa. Lisa is the new Executive  
19 Director of the Florida Department of Revenue, and  
20 she replaces -- or sits in the seat, you can't  
21 replace Jim -- but Dr. Zingale has retired from the  
22 State and she has taken both his place in the  
23 Department of Revenue and also on our Council. So  
24 we thank you for your service, Lisa, and hope you  
25 find this to be an interesting experience.

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1 At this moment I have not had any indication of  
2 interest in public comment. Is there anyone  
3 interested in making public comment at this moment?

4 All right, hearing none, then we will proceed  
5 through the agenda and ask Henry if he would please  
6 pick up the issues.

7 MR. GARRIGO: Yes. Good morning, and if I  
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8 could, just as a housekeeping item, please ensure  
9 that your microphones are turned on when you're  
10 speaking for the public record as well, I appreciate  
11 that.

12 The first item today is the approval of the  
13 minutes of the previous meeting. Did you have a  
14 chance to review those? We would like to approve  
15 those for the record.

16 MR. EVANS: So moved.

17 MR. YANDELL: Second.

18 MR. GARRIGO: Chair South.

19 CHAIRPERSON SOUTH: Okay, we'll submit the  
20 minutes into the record.

21 And the next item on the agenda is the budget  
22 as it has been revised. Members, since the last, I  
23 want to speak to you for a moment about the  
24 budgeting process here.

25 2007 was a year that had a significant amount

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1 of special sessions as the States wrestled with the  
2 issue of balancing the budget.

3 I want to speak to you about what my  
4 recommendations were in our part of the exercise to  
5 balance the budget, and that is that we did put  
6 forth that the Council's budget be cut essentially  
7 in half, and it was moved from general revenue into  
8 being paid for by My Florida Marketplace as a  
9 purchasing function.

10 So it's very disturbing to find the work in the  
Page 4

11 Council is being cut, but there are very lean times  
12 in the state of Florida and there's nothing that is  
13 not without this risk of being cut. So Henry and  
14 his staff have done a good job of putting together  
15 the budget and he'll go through that and indicate to  
16 where the cuts happened and what the impacts were.

17 MR. GARRIGO: Right. So the first major change  
18 was that the Council, as it was initially organized,  
19 was budgeted five full-time employees, so the  
20 revised budget has removed five of those so the  
21 unfunded heads were removed from our head count, if  
22 you will. Additionally, with the designation of  
23 Rick Tromas in the last cycle his position was also  
24 eliminated.

25 So our current allotment for full-time

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1 employees is four, so it's the existing staff that  
2 you see today.

3 We have called out the rest of the budget  
4 there, including obviously our salaries and  
5 benefits, expenses and then some of our other  
6 expense categories.

7 You will notice there is a deficit reported in  
8 the salaries portion, but with some creative  
9 budgeting we will be able to move some of our  
10 expense categories around to cover that so we should  
11 be fine for this year as far as appropriations go.

12 CHAIRPERSON SOUTH: All right, any comments or  
13 questions on the budget?

14 All right, hearing none, we'll move to the next  
15 item, which is the 2007 Council report.

16 MR. GARRIGO: Chair South, if I might, just  
17 leap back one moment to tab 2 for the meeting  
18 schedule. I think we overlooked at.

19 CHAIRPERSON SOUTH: That is true, excuse me.

20 We talked about the need to keep these meetings  
21 on the schedule and if there is not work,  
22 substantive work for the Council to do we will  
23 cancel the meeting, but I think it's probably a  
24 better idea to have these on your calendar than not.

25 So these meetings as you see in your package,

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1 January 17th, March 13th, May 22nd, July 31st,  
2 September 25th and November 13th, and we're  
3 scheduled to meet at 10:00, from 10:00 to 12:00 and  
4 they're all Thursdays.

5 Is this calendar appropriate for you all, are  
6 you happy with that?

7 MR. EVANS: That's good.

8 MR. GARRIGO: Thank you very much.

9 Now if we could get back onto the agenda, we  
10 will be moving to tab 4 in your binders.

11 What we attempted to do here is essentially  
12 we've completed one full year of operations as a  
13 Council, so we wanted to kind of put together our  
14 report card, if you will.

15 We treated our organization essentially as a  
16 startup business within state government, so our

17 activities in the first year really focused toward  
18 that end. Particularly, and you can read through  
19 this, it's looking at setting up the office with the  
20 Council members, setting the procedures for the  
21 business case development and review processes which  
22 we are given the direction to do.

23 The recap of the business cases that we have  
24 reviewed to date, so here we call out the 36  
25 business cases with over \$90 million of value.

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1 Some of the activities that we've started to  
2 undergo as far as communicating what our mission and  
3 what our efforts are, obviously we will be  
4 discussing today one of our big work products, which  
5 is the report to the Governor. We called that out  
6 as well, as well as our annual reports and some of  
7 our reporting functions as well.

8 On the back of this you'll see a little bit  
9 more detail of what they are. We'll be using this  
10 as part of our campaign within state government to  
11 raise awareness of what the Council is all about and  
12 the work that we do and highlighting some of our  
13 efforts and successes.

14 CHAIRPERSON SOUTH: Okay, members, any comments  
15 or observations on the report card?

16 A lot of work happens when we're not sitting at  
17 this desk and I think this is a good way to just  
18 capsule what has been accomplished for the first  
19 year.

20 MR. EVANS: Yes, Linda, if I could just make a  
21 comment.

22 Henry, you guys have done, from my standpoint,  
23 you guys have done a remarkable job this year.

24 MR. GARRIGO: Thank you.

25 MR. EVANS: With very basic staff. The only

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1 concern, if you could address it during the course  
2 of this meeting here this morning, is I see that  
3 there's a lot of work that is on the plate as we go  
4 into the new year. It's a lot of evaluative work,  
5 it's a lot of analytical work. Do we have the  
6 capacity to perform it, given the mandate of this  
7 Council? So if you could put that in perspective.

8 MR. GARRIGO: If I might, I would say we are  
9 resource-constrained at this point and we are  
10 looking for resources. We do want to expand the  
11 mission of the Council along the lines of what you  
12 guys have indicated to us as what you feel is the  
13 value that we can add to state government.

14 With the staff that we have we can continue to  
15 execute about what we're doing. If we get some more  
16 business cases we'll be challenged and we won't be  
17 able to really grow our mission very much. So  
18 obviously it's a tight budget year, but we're going  
19 to be looking to expand as best we can within the  
20 budget environment.

21 CHAIRPERSON SOUTH: I know you all understand  
22 the budgeting process. The Governor has done his

23 recommendations, it's my understanding there is no  
24 cuts to CEG in his recommendation. The Senate and  
25 the House budget will be of their own making, and if

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1 you're so inclined to speak with members about that  
2 subject, then you're certainly welcome to do that as  
3 a member of our fine Florida population.

4 MR. GARRIGO: I think it's a testament that  
5 through the tough cycle we went through in the  
6 special sessions they did find it an essential part  
7 of government and did fund it, so I think there is  
8 some support there and we hope to build on that  
9 support and go forward.

10 MR. YANDELL: Is there any chance, as you  
11 expand, since it's unlikely that you're going to get  
12 additional funding doing this, and if you are  
13 successful in, for want of a better term, marketing  
14 the services that we're offering, can we investigate  
15 doing some interning with people from Florida State?  
16 I mean, this is an great opportunity for them to do  
17 that. It's statistical analysis, data analysis, and  
18 that might be helpful.

19 MR. GARRIGO: If I may? We've actually already  
20 taken that action. We already have one intern on  
21 staff from the Florida State Business Administration  
22 program and we're in the process of seeking a  
23 second, which are minimal to no expense.

24 CHAIRPERSON SOUTH: It should be noted that the  
25 startup work of the Council happened, there were a

1 lot of activities that went into laying foundation  
2 work, and, by the way, the special report the  
3 Governor has asked us to do that we're going to be  
4 looking at today took a considerable amount of time.  
5 That will be on the table now and the Council, the  
6 staff can now spend their time on the cases and  
7 communicating with the agencies and we're going to  
8 get some reports about some of the things that they  
9 have done so far in helping agencies.

10 As in all government services, resources are  
11 limited. You push for the maximum delivery of  
12 services by being efficient and effective and  
13 staying on task and making sure that you understand  
14 what your primary mission is, and to that end I am  
15 confident that Henry and the staff will do  
16 everything possible, but at the end of the day when  
17 it's time to go home, they have to go home. So we  
18 will see what they are able to produce at that  
19 point.

20 Other comments about the report card?

21 MR. AGRAWAL: Not about the report card, back  
22 to the resourcing issue. I think it's just  
23 something that we should keep an eye on in terms of  
24 where we are when it comes to managing the workload  
25 and return on investment that we're getting.

1 My fear is that there's a point at which if a  
2 group is ineffective because they are under-  
3 resourced, it ends up being a waste of that resource  
4 al together.

5 So I don't know what that point is, don't know  
6 enough about the workload to be able to offer that  
7 opinion, but I think it's something that as a  
8 Council we have a responsibility to make sure that  
9 we monitor, so if you could just add that as an  
10 agenda item for the next meeting it would be great,  
11 just to monitor the workload, what our statutory  
12 commitment is for workload that we're supposed to  
13 do, where we are in terms of meeting that  
14 commitment, and then on a broader level what the  
15 intent of the Council's mission was and how we  
16 defined our mission statement at the inception, to  
17 make sure that we are in sort of a progress report  
18 as to how we're doing against that.

19 Then we can maybe rediscuss, not that we would  
20 be able to necessarily influence the outcome of the  
21 resourcing issue, but maybe we could borrow from  
22 other areas, may be a possibility, but let's at  
23 least understand where we are so far.

24 CHAIRPERSON SOUTH: Very good.

25 All right, now we'll move on to the Web site

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1 information. There is good news and bad news.

2 MR. GARRIGO: Should I then?

1-17-08 Transcript.txt  
CHAIRPERSON SOUTH: Sure.

3  
4 MR. GARRIGO: The good news is that our  
5 resources and tools, links on the Web site have  
6 become the most viewed content on the site. The bad  
7 news is you members of the Council are no longer  
8 number one on the hit parade, so you have fallen to  
9 number two, a close two for the last cycle, but you  
10 still lead for the year in total sales, if you will,  
11 which is on the subsequent page.

12 So it's good to know that people through our  
13 growth have been coming to us to find out what the  
14 Council is about, obviously who's on our Council. I  
15 think they understand the value that you add, and  
16 I'm glad to see now that our tools that have become  
17 available are becoming very popular and people are  
18 actually going to them and beginning to use them as  
19 far as business case development and understanding  
20 our review process.

21 CHAIRPERSON SOUTH: And once we launch a really  
22 good marketing campaign by the CEG's work, I expect  
23 those tool numbers to go sky-high. It's a real  
24 positive thing that the Council's work is being  
25 determined to be of value and people are using the

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1 tool. That is a good testament. So that really is  
2 the number that indicates whether we have relevance  
3 in our world.

4 All right, now we're going to move on to the  
5 old business and the most, the biggest chunk of our

6 business is going to be on the Governor's Special  
7 Report.

8 In front of you, members, is a several page,  
9 six-page document. This represents changes and  
10 comments that have come to the office since we sent  
11 you the draft. The comments were being developed  
12 even as late as this morning, so I apologize that  
13 this was not in your hands prior to now, but these  
14 are inputs that we would like to consider before we  
15 adopt the full draft.

16 So we're going to take about five minutes for  
17 each of you to have a chance to read through it, and  
18 the intent here is to discuss whether to incorporate  
19 these into the final report.

20 (Brief pause.)

21 CHAIRPERSON SOUTH: All right, I see we have  
22 completed this task. I again apologize, this is not  
23 the ideal place, to sit here at a podium and read  
24 this for creative or intellectual content, but we  
25 wanted to make sure we had the opportunity to get

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1 every comment that is possible into this document  
2 before we deliver it to the Governor.

3 All right, so we're going to now have Henry --  
4 and let me say that I really want to thank the staff  
5 for this product. It went through many, many  
6 different drafts, it got increasingly better, more  
7 accurate and more professional as the drafts went  
8 through. So our thanks to the staff for their

9 efforts of putting a product out that I think we can  
10 proud of.

11 So, Henry, if you will walk us through?

12 MR. GARRIGO: Yes, absolutely.

13 Thank you, Council members, for the input as  
14 well. I apologize for the tardiness for these late  
15 edits, but we did want to take the opportunity of  
16 meeting today to go ahead and ratify this so we can  
17 go ahead and submit it to the Governor.

18 On that line, for yourselves and your staff, as  
19 well as the members of the public, as soon as we  
20 complete our meeting today we'll make sure that the  
21 changes are incorporated as ratified. They will be  
22 published on our Web site at the link that's  
23 provided here on our home page for download for the  
24 public record as well.

25 If I might, if you recall back in February of

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1 last year the Governor tasked us, upon setting up  
2 the Council, tasked the Council with this report.  
3 We've been working diligently since then to try to  
4 incorporate as much information as we can on the  
5 facts behind the three large projects that we  
6 reviewed, My Florida Marketplace, People First and  
7 Project Aspire.

8 We've been collecting information from previous  
9 documents, interviews with vendors and agency staff  
10 and you have the finished document before you. We  
11 sent it out for your review back on January 4th, and

12 have been compiling those changes. You have the  
13 last, final, best offer that we have in front of you  
14 today.

15 The objectives that we had as far as writing  
16 the report were really to look at these three  
17 projects, review the status of the projects as they  
18 ran their course.

19 We wanted to identify some key findings within  
20 each project specifically, good and bad, and then we  
21 wanted to aggregate those into lessons learned on  
22 large-scale projects and what should and should not  
23 be done as we deploy those.

24 We made some recommendations in the end on how  
25 to improve these processes and we are hoping that

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1 those things will be incorporated in future project  
2 planning implementation.

3 Some of the key findings that we had that are  
4 called out in the report deal with some fundamentals  
5 as far as project management, particularly those  
6 bullets you see in front of you, some bullets you  
7 see in front of you: executive sponsorship, making  
8 sure that a project has a vision and that there is  
9 somebody to marshal that through to completion; that  
10 it's properly planned, investments are made in the  
11 beginning to plan the project properly; and make  
12 sure all things are included in the statement of  
13 work to execute the plan.

14 Obviously that it's properly funded. Dealing

15 with state government has a different level of  
16 complexity to that sometimes, especially for some  
17 kinds of projects, so to consider that.

18 Obviously, that you have stakeholder buy-in  
19 from top to bottom, contributing to the process,  
20 investing in the process, making sure they're part  
21 of the process and buy into the process.

22 Business process change; as we use technology  
23 to improve business processes, make sure that we  
24 don't encumber ourselves with existing processes and  
25 we're able to actually change the way we do business

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1 for the better, using technology and other assets  
2 that we might have.

3 Obviously, when a project is being deployed,  
4 that there's good, strong project management and  
5 that we stick to project management principles and  
6 best practices to execute them.

7 And then we speak a little bit about the  
8 transitional nature of state government and how it  
9 adds complexity to these things from the planning,  
10 initiation phases all the way through funding and  
11 execution, and even closing some of these projects  
12 as well.

13 So these are kind of the key learnings that we  
14 have. Any additional input on that?

15 If not, what we had hoped to do with this  
16 report as far as our next steps going forward, we  
17 have already begun to incorporate the lessons

18 learned that are outlined here today into our  
19 processes, both the business case development  
20 process as well as our internal review processes.

21 We are beginning to use this information to --  
22 as part of our outreach campaign to agencies to  
23 educate them on lessons learned and best practices  
24 and the needs and the benefits to doing that, and  
25 then we hope to continue through our communications

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1 program as we can in the coming year to do more  
2 advocacy, outreach, awareness activities on project  
3 management and helping people write business cases  
4 and execute projects and then make sure that they  
5 consider what best practices are out there in the  
6 industry and raise that to something that's  
7 important to them that they work for when they  
8 execute these projects.

9 CHAIRPERSON SOUTH: All right, members, now if  
10 you'll provide input on the report and also on the  
11 addendum that was provided to us this morning?

12 Steve, do you want to start us off?

13 MR. EVANS: Yes, thank you.

14 Henry, as far as the addendum, first, I don't  
15 have any revisions or changes to it.

16 CHAIRPERSON SOUTH: You find that to be  
17 acceptable?

18 MR. EVANS: Right. But one question, in  
19 reading through the report, which I thought was  
20 excellent, very comprehensive, one question that

21 screams out at us, at least to me, was how do we  
22 measure the effectiveness of this Council?

23 MR. GARRIGO: Well, part of it is the way that  
24 we can improve business, so we have to go out there  
25 -- and part of what we're hoping to do is educate

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1 agencies on better ways of doing business.

2 So we have an education campaign we're putting  
3 together. We are running workshops, we'll speak  
4 about one of the workshops we've done already, where  
5 we are bringing people in that are in the  
6 procurement process, in the planning processes, and  
7 using this information that we've aggregated to  
8 educate them and hopefully help them deploy that  
9 going forward.

10 MR. EVANS: I'd like to ask if perhaps we can  
11 give some thought to that by the next Council  
12 meeting.

13 This is more than just activities, it's more  
14 than, when we look at the mandate and the mission of  
15 this Council, if I understand it correctly, it's  
16 really to assist agencies in developing a set of  
17 standards and practices that will yield benefits and  
18 measurable returns back to the state, and ultimately  
19 back to not just the state agency, but to the  
20 taxpayer as a whole.

21 So perhaps some thought of how we can  
22 assimilate those benefits, create a baseline as to  
23 -- we reviewed 100 cases this year, what were the

24 aggregate benefits to be realized from those cases,  
25 both economically and productivity-wise? And then

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1 we have a baseline to come back and measure it in  
2 future years as to whether we really achieved them.

3 Especially -- a part of our mission is also to  
4 identify and highlight best practices which will  
5 change continually as we move forward.

6 Does that make sense?

7 MR. GARRIGO: Yes, absolutely. It's definitely  
8 a challenge to measure that empirically, but we  
9 could try to develop that.

10 MR. EVANS: Thank you.

11 CHAIRPERSON SOUTH: Tim?

12 MR. YANDELL: A couple of things.

13 In the processing cycle that we created in the  
14 beginning, which is how we're viewing our role and  
15 what our structure is and that, we built into that a  
16 loop back to us at some point as a project is in  
17 process, that reports ongoing results and lessons  
18 learned and -- sort of a monitoring function.

19 That talks somewhat to what Steve was talking  
20 about, is that as it comes back, part of the measure  
21 of our effectiveness is to be able to determine  
22 whether the structure that we put into place did  
23 have benefit on it and possibly draw some data from  
24 that.

25 I will go back to the question that you also

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1 asked earlier, which is that becomes a recurring  
2 building thing that we -- you know, there's some  
3 additional staffing issues involved in as well as we  
4 get more projects set you're having to monitor and  
5 things like that.

6 So you may want to think about what impact that  
7 may have from a staffing standpoint and are we going  
8 to be able to execute that portion of what we said  
9 our mission was going to be, because we did add that  
10 step.

11 And the only other question I had was, and this  
12 is really to the revision that I think Steve was  
13 dealing with here on page 17 in the People First.  
14 It pointed out that the initial estimate was  
15 \$173 million -- and I should have picked this up  
16 before, this is maybe not the right time to ask  
17 this -- but was there ever a revised estimate of the  
18 actual savings? You're talking about people saving,  
19 that's not part dollars.

20 Is there an actual estimate of the actual  
21 savings that are achieved by this at that point? In  
22 other words, was the \$173 million ever revised to a  
23 more accurate number of what actually the dollars  
24 are?

25 MR. GARRIGO: There was, I think in the full

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1 report it calls that out. I'll have to get back  
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2 with you on that to see exactly. There was a report  
3 back on what the actual savings were compared to the  
4 original estimate.

5 MR. YANDELL: It might be good to put that  
6 there, since you call out the fact that it was  
7 revised it might be good to put it there, because I  
8 hunted for it and couldn't find it.

9 Other than that, it is a great big body of work  
10 that took a long time to put together and y'all did  
11 a good job.

12 Another good thing I'd call out is that the  
13 voice of the documents in terms of all of the  
14 projects is similar, making it easy to understand.  
15 It's not a bunch of different styles of writing and  
16 all that, and it's very well, easily read.

17 MR. GARRIGO: Thank you.

18 CHAIRPERSON SOUTH: Akhi I?

19 MR. AGRAWAL: Henry, congratulations, it was  
20 really a nicely done piece of work. It's always  
21 challenging to go back and Monday-morning  
22 quarterback what could have been done, what should  
23 have been done without being overly critical or  
24 whitewashing, getting the right tone. I think you  
25 achieved the right tone. Love your conclusion about

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1 what we can learn from this on a go-forward basis.  
2 So I really, really liked your summary on the go-  
3 forward.

4 The only revision or question that I have, we  
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5 had a lot of dialogue around the termination  
6 provisions, around making sure that we have the  
7 ability as a customer of the State to extricate  
8 ourselves from contracts appropriately.

9 So I just want to make sure that in the, I  
10 think it's on the second page of lessons learned, in  
11 the original language there was a discussion about  
12 making sure that we had the appropriate ability in  
13 the initial contract to extricate ourselves. I just  
14 want to make sure that we don't eliminate that  
15 language in the rewrite. As long as it's covered  
16 somewhere, I'm fine with it.

17 MR. GARRIGO: I think we actually went in to  
18 add some specific language when we deal with  
19 contracting to make sure we do give proper  
20 consideration to ownership, particularly of  
21 intellectual property, hardware/software structure,  
22 work product, those kinds of things.

23 It has been lacking in some of our project  
24 contracts and we do address it here, the value and  
25 importance of that.

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1 CHAIRPERSON SOUTH: Other comments?

2 MR. CASSIDY: Thank you, Secretary South. Jim  
3 Cassidy again, representing the Department of  
4 Financial Services.

5 We do concur with the changes to the document,  
6 and speaking for the CFO, the CFO suspended Project  
7 Aspire, as I think it has been well reported, due to

8 her lack of confidence that it would be able to move  
9 towards conclusion and her to commitment to protect  
10 the taxpayers' money, but that does not in any way  
11 minimize her feeling and the Department's  
12 determination that ultimately we will truly have  
13 failed if we don't learn from this and put those  
14 learnings to work to, in the case of the former  
15 project, Aspire, ensure that we do have a viable  
16 replacement accounting system for the current  
17 system, FLARE, the 25-year-old accounting system  
18 that we have.

19 And so I think we are in agreement with the  
20 conclusions in this report, particularly as it  
21 relates to governance, as it relates to what does it  
22 take, what does success look like. Success  
23 certainly does not look like wasting money.

24 And secondly, it's imperative that it be driven  
25 from the top. The CFO along with Secretary South

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1 and others are firmly committed to not letting this  
2 body of work and all the lessons that we have  
3 learned with our experience with Project Aspire go  
4 to waste.

5 She is a firm believer in enterprise-wide  
6 technology, and not just technology, but enterprise-  
7 wide business processes, and that we need to ensure  
8 that these are business processes and not just  
9 technology projects as we move forward.

10 So I just wanted to put that exclamation point

11 on there for our office. I'm sure others feel the  
12 same way, that this is an important body of work and  
13 one that we cannot allow to be lost and not acted  
14 upon.

15 CHAIRPERSON SOUTH: Are we ready to vote on the  
16 report?

17 All right, I'll take a motion to accept the  
18 report for delivery to the Governor with the  
19 modifications as presented today.

20 MR. EVANS: So moved.

21 MR. AGRAWAL: Second it.

22 CHAIRPERSON SOUTH: All those in favor, say  
23 aye.

24 (Chorus of ayes.)

25 CHAIRPERSON SOUTH: Opposed?

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1 (No response.)

2 CHAIRPERSON SOUTH: Then we'll deliver the  
3 report to the Governor and then Henry will use the  
4 product in his daily work.

5 I will tell you that the Senate has asked that  
6 we make a presentation to them, the Senate  
7 Appropriations Committee. They are very interested  
8 in our work and patiently standing by for our  
9 approval of the release of the report so they can  
10 get educated on what we found.

11 So I'm confident that the year that we spent in  
12 developing this and getting this product on the  
13 street, that it will be used for many years as a

14 template for how we take care of business, and none  
15 of us in state government, or business, for that  
16 matter, want to replicate problems that created this  
17 environment where we had three ERPs that didn't go  
18 as well as we should have liked.

19 So Henry and staff, again, you must feel very,  
20 very good to have finally delivered this baby and I  
21 hope that you all celebrate appropriately.

22 MR. GARRIGO: We'll wait for the weekend for  
23 that, but yes, we will, I'm sure.

24 I also wanted to mention, this is just the  
25 beginning of the process, it's not the end of the

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1 process. This is just the research. Now we need to  
2 go forth and implement it, and that's what the  
3 Council's task will be, going forward, and the staff  
4 is here to help execute that.

5 CHAIRPERSON SOUTH: Okay. We're going to move  
6 on into our old business now. We had some open  
7 action items as a result of our August 30th meeting,  
8 and if you'll go to tab 7, and Henry, if you'll run  
9 us through what you have accomplished off the action  
10 plan?

11 MR. GARRIGO: Yes. For those that were here  
12 for the last meeting, there was actually two  
13 meetings taking place. There was an actual Council  
14 meeting and there was a business case workshop that  
15 we executed after the actual Council business.

16 We did aggregate both sets of action items into  
Page 25

17 the one document. We have begun to address them all  
18 and have completed all of them that are within our  
19 scope at this point. We are waiting for some  
20 additional input from other agencies, OPB and  
21 others.

22 In particular they've been, I guess you would  
23 say, a bit busy in the last couple of months working  
24 on budgets and other issues, but they are very  
25 vested in our process as well and working with us to

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1 find time to help us complete some of the other  
2 tasks, and I think we're making great progress.

3 There are Council -- some business case  
4 workshop items here that we'll talk about in a  
5 little bit more detail in the following sections,  
6 because we ran, based on some input from Council, an  
7 external workshop for some of the agencies, some of  
8 our top agencies that are executing outsourcing  
9 contracts, and we closed some of those action items  
10 at that business case workshop as well.

11 CHAIRPERSON SOUTH: Comments or observations?

12 Moving on to the report, we did, staff did a  
13 workshop, a business case workshop, and I'd like for  
14 Henry to tell us what the outcomes of that were.

15 MR. GARRIGO: Yes. So one of the  
16 recommendations that came out of the previous  
17 Council meeting was, have the agencies that do  
18 significant outsourcing been exposed to your process  
19 yet, and the answer at that point was, not yet.



23 meaning that they need to send initial business  
24 cases within certain periods of time and we need to  
25 act on them within certain periods of time, and how

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1 that might play with the real-world procurement  
2 process, so there were concerns about that.

3 The first two issues are issues that we've  
4 already requested some feedback from the legal  
5 department on to clarify those statutory issues,  
6 particularly the definition of outsourcing, and how  
7 that applies to the projects and the business cases  
8 that are being produced out there.

9 One, is it truly considered an outsourcing?  
10 Does the fact that employees are impacted or not  
11 impacted weigh into that decision, and so forth? We  
12 are waiting for that reply from Legal, and obviously  
13 as soon as we get that we'll publish that and build  
14 it into our processes.

15 We had a pretty good response in general from  
16 the discussion. You see, obviously, we quote from  
17 the process, we had some evaluations that went out  
18 to the participants and you can see the scores  
19 there. We did pretty well. I'm sorry to say I was  
20 the instructor and I didn't score as well. Room for  
21 improvement, right? So that's why we do the  
22 evaluations.

23 But this is one of many business case workshops  
24 that we hope to execute. This was part of our  
25 process improvement. We wanted to use the

1 information that we gathered here to make changes to  
2 our process so that then we'll have a more final  
3 product to begin the educational process at  
4 agencies, again, incorporating the lessons learned  
5 and best practices.

6 CHAIRPERSON SOUTH: I think it's difficult for  
7 us to sit here and make these decisions and then not  
8 get the feedback about how the staff is using them.

9 You would have been pleased, I think, to have  
10 seen the workshop and its interaction and the way  
11 that the agencies were soaking up the information.  
12 I think that they're as hungry as they can be for  
13 good practices and they want to make sure that  
14 things are being done properly, and this a great  
15 conduit for being able to do that.

16 MR. AGRAWAL: I'm maybe jumping ahead on a  
17 agenda, but is there a plan to incorporate best  
18 practices in the business case evaluation into the  
19 contracting officer, procurement representative  
20 training that you were contemplating so that it  
21 becomes a de facto standard so that everybody has  
22 got to take these things?

23 We're doing a lot of work to try and build  
24 these best practices, and there is a requirement  
25 that all of our people that are involved in larger

1 procurements have to be certified. Is there a  
2 possibility of merging the two?

3 CHAIRPERSON SOUTH: I don't know the answer to  
4 that. I'm not familiar with the trainings and  
5 whether it incorporates these things or not. Let me  
6 get back to you on that one. We'll find out.

7 MR. GARRIGO: I can't say that we have  
8 incorporated particularly contracting as something  
9 that we will look at. We recommend that they  
10 address it when they write the business case on that  
11 line of business, as well in our review process we  
12 do have a check for that, have you considered  
13 contracting, some specifics, the ones that we  
14 discussed today, ownership rights if it's offshore  
15 property and those things.

16 So there is a checkpoint. That's part of the  
17 review process, it's not part of the procurement  
18 process or in the certification trainings, but at  
19 least internally we are using it.

20 CHAIRPERSON SOUTH: Best practices will occur  
21 when there is a steady stream of these excellent  
22 practices that start at the first moment of  
23 conception of the idea and goes all the way through  
24 the contract closeout, that's when it happens.

25 Agency heads have the ability to require their

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1 contracting procurement offices to incorporate  
2 these. I can tell you without fail the Department

3 of Management Services will, and I'll be  
4 communicating with my fellow agency heads about our  
5 work and suggesting that they take advantage of the  
6 best practices.

7 Holly?

8 MR. BENSON: Thank you, Madam Chair.

9 I think to follow up on Mr. Agrawal's  
10 suggestion, one of the things we talked about early  
11 on was the possibility of your agency doing  
12 rulemaking to offer standard contract provisions. I  
13 know in my former life when I was a useful lawyer  
14 that typically lawyers have templates of documents,  
15 and one of the things that we can control on is  
16 state agencies don't share standard templates across  
17 agencies.

18 So not only would it be helpful to have  
19 standard business case models, but to have template  
20 contracts so that our lawyers can model against,  
21 because -- I think I told you before of my 60  
22 lawyers I only finally got one this year who had  
23 contracting experience.

24 So offering that, most lawyers have templates  
25 to rely on and it would be a nice service.

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1 CHAIRPERSON SOUTH: We'll see if that's within  
2 the scope of DMS's authority and pursue it.

3 MR. GARRIGO: I think the Council and its  
4 resources might be able to have some --

5 CHAIRPERSON SOUTH: Again, these tools will be

6 out on the Web site, and it goes to people knowing  
7 they're there. It won't be helpful unless people  
8 know that they're there and can start utilizing  
9 them. That is why that number on our Web page has  
10 people going to the tools will be a good indicator  
11 of our penetration.

12 And it's going to take communications both from  
13 the CEG staff, certainly from me as I speak with our  
14 agency heads, chief of staffs as they talk about  
15 their operations and how you do contracting and  
16 procurements. It should get legs, it certainly  
17 should.

18 I have come to find that standardizing things  
19 with State government is a great concept, but it's  
20 difficult to execute.

21 Any thoughts on this one?

22 Thank you, Henry.

23 Moving on to new business, the next item is  
24 something that does require action by the Council.  
25 During one of the special sessions, as our budget

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1 was being reviewed and modified, there was a proviso  
2 that stipulated that we create a report to the  
3 Senate, and staff has taken their requirements of  
4 that report and has produced the said report.

5 Henry, if you'll report on that, and -- I think  
6 it's due to the Senate by the 1st, and just the  
7 actions required by this Board.

8 MR. GARRIGO: So the report is a result of the

9 special session that was addressing the State  
10 budget. There was the proviso language;  
11 specifically they required us to submit a report to  
12 the Governor and the Legislature by February 1st, so  
13 this is the opportunity we have for the Council to  
14 review and ratify that so we can submit it on time.

15 The language requested, in general, information  
16 on what the office is doing, what they've done to  
17 meet statute, particularly business cases that they  
18 have reviewed, the processes that they have  
19 established for doing so, as well as how we have  
20 done with managing another portion of our budget,  
21 which is a training budget that's focused on project  
22 management training and certification training or  
23 certified negotiator training.

24 So we've done a lot of research and compiled  
25 all the information for you. Some of the key

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1 bullets are, again, the number of business cases  
2 that we've reviewed to date. This is the calendar  
3 year, which is a -- half of two different fiscal  
4 years, if you will, but it's one calendar year, the  
5 36 business cases and the value of those, the number  
6 of individuals that we have sent through project  
7 management training, 121 of those, and those that  
8 have come out the other end as certified project  
9 management professionals, as well as we're studying  
10 a little bit more on the data to make sure that that  
11 money is being well-spent. So we're doing an

12 attrition analysis that's called for in the proviso  
13 as well to understand success rates, efficiencies  
14 and what we could do to better spend that money.  
15 We've called that out as well.

16 MR. EVANS: Henry, if I could, I really  
17 compliment you on this focus on FCCN and BMP  
18 training, it's one of the highest required skills  
19 out there in the marketplace right now. I'm also  
20 surprised that we had such a low attrition rate from  
21 state government out in the private sector on that.  
22 Those skills are highly sought after, so that's  
23 good.

24 CHAIRPERSON SOUTH: Just remember that that is  
25 from the number who have received training. That

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1 doesn't mean that that represents the entire  
2 attrition rate for that professional class of people  
3 out of state government.

4 MR. EVANS: Good.

5 CHAIRPERSON SOUTH: It's not good at all.

6 MR. EVANS: I understand.

7 The question I have is, are we doing anything  
8 to make sure that, as these people make it through  
9 the certification process, that their skills and  
10 certifications are being aligned with projects as  
11 they're coming up through the pipeline?

12 MR. GARRIGO: Well, part of the rationale  
13 behind the budget for this is there is statute that  
14 requires that projects of a certain size have

15 project management professionals on board or Florida  
16 contract, Florida-certified contract negotiators on  
17 staff for those projects, and I think it's at that  
18 point where the State realized that there was no  
19 mechanism to ensure that we had those resources  
20 available, so this money was budgeted to start the  
21 process of training those people and bringing them  
22 on board.

23 I think the State has done a decent job in  
24 identifying the need and addressing it. I think the  
25 next step is probably to make sure that we retain

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1 those resources in house.

2 CHAIRPERSON SOUTH: Henry, can you tell us, is  
3 there any indicator as to why we have a low  
4 percentage of completion through to the actual  
5 certification?

6 MR. GARRIGO: I can only speak to the data that  
7 showed, we have to do more research to understand  
8 why, but you will notice that we did send 121 people  
9 through project management in particular and we only  
10 did get 77 employees out the other end of the pipe.

11 There was some fallout there of individuals who  
12 received the training but either did not sit for or  
13 did not pass the exam. So we need to go back and  
14 figure out why that happened. We are using two  
15 vendors for the training, so we would like to do a  
16 little bit more research and see which one has  
17 higher success rates, and obviously make more effort

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for getting better successes.  
CHAIRPERSON SOUTH: Let me say that I personally have been dissatisfied with this level of achievement in terms of the percentage of people obtaining their certification. That has to change, so my expectation is that we see an increased number of people who are successfully completing all the way through. If they can't pass the test, can they

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do the job where they're at? Maybe we need to do a little bit more preparation for students before we authorize to enroll them, find out their base level of skill or interest or dedication.

MR. GARRIGO: Right.

MR. YANDELL: What requirement is there, from the standpoint of whoever they're reporting to, to ensure their completion. Frequently and internal programs like this where people start it, what ends up happening is they get involved in the program and aren't able to complete it because of personnel changes, additional responsibilities and all that sort of stuff. Is there a contracted completion document of some kind that says, if you start this program, your employer, your direct report or whatever, whoever you report to, agrees to allow you the time to complete the program? Are some of them being pulled out for that? Is there anecdotal evidence about that?

MR. GARRIGO: There is a nomination process

21 that rests with the chief of staff of each  
22 department. The follow-up to obviously is you need  
23 to give them the time to come to training and then  
24 obviously to prepare and test for the exam.

25 I would have to do more research to understand

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1 what agencies are doing individually to help execute  
2 on the second half of that equation and, obviously,  
3 what we can do to help support that.

4 MR. YANDELL: To Linda's point, a simple way to  
5 get some data back on this is take the people that  
6 have fallen out of the program, send them a survey  
7 and ask them to send it back and explain why.  
8 That's a pretty straightforward way to get that data  
9 and then you can determine what is happening.

10 Because my sense is that often it's external  
11 pressure that keeps people from completing a  
12 program, not so much -- you've got to be thinking  
13 the people that are probably signing up to do this,  
14 if they're not finishing it, something is keeping  
15 them from doing it.

16 CHAIRPERSON SOUTH: Lisa?

17 MS. ECHEVERRI: I had a lot of the same  
18 questions and was interested to know not only why  
19 they may not have completed, but is there the  
20 ability to just audit the training, to receive  
21 training but not sit for an exam?

22 MR. GARRIGO: I'll have to check into that. I  
23 actually sat through the training all of last week

24 to experience it myself, to understand what we're  
25 getting. I believe everybody that's in the training

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1 is paid for it.

2 So part of the contract with management  
3 vendors, we will give them the resources, the disks  
4 and books for the class, we'll send them to the  
5 class and we'll pay for the training as well, that's  
6 all included. If they fail the exam they're able to  
7 come back and audit the class again, or with the  
8 other vendor as well, and retake the test at no  
9 expense.

10 MR. EVANS: Henry, I was not sure as I was  
11 reading through this, is this a reimbursement  
12 program that the employee pays for and we reimburse  
13 them at the end, or do we pay for it up front?

14 MR. GARRIGO: We pay for -- the products that I  
15 spoke to just a moment ago, we pay for all of it.  
16 We pay for the course materials, the course time,  
17 the testing and I believe actually we pay for the  
18 first year of the membership to PMI as well, and we  
19 pay for the retesting and audit if necessary.

20 CHAIRPERSON SOUTH: Jim?

21 MR. CASSIDY: Jim Cassidy.

22 I probably should know the answer to this, but  
23 when one of our teammates enters into this training,  
24 how does the feedback come back to us as to whether  
25 they complete it? I'm talking about the agency now,

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1 not this Council. What is the process for letting  
2 the agency know who entered, who completed, who  
3 didn't, those types of things?

4 MR. GARRIGO: The agencies themselves need to  
5 nominate and send the individuals to the class, so  
6 we just register and run the class.

7 MR. CASSIDY: I'm talking about the back end.

8 MR. GARRIGO: Oh, the back end?

9 MR. CASSIDY: Are we informed?

10 MR. GARRIGO: We need to develop those  
11 processes. As far as I understand at this point,  
12 those processes don't exist on our end to go to the  
13 agencies to find out who has completed and who has  
14 tested. We need to do a better job of measuring  
15 that.

16 CHAIRPERSON SOUTH: Jim, would the chief of  
17 staff be a proper conduit, then?

18 MR. CASSIDY: Yes, we need to do that.

19 I think what has happened is that as agencies,  
20 our agency, for example, has become much more  
21 focused on ensuring that we have not just people  
22 going into these classes, but the right people going  
23 into those classes.

24 And it just occurred to me when I saw this that  
25 I'm not sure that I know what the output is, or the

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1 outcome of that is.

2 So Secretary South, that's a good point.

3 CHAIRPERSON SOUTH: We all know that we measure  
4 what matters. Increasing capacity in procurement  
5 and contracting matters, we will measure it, and I  
6 think that Jim's point is good.

7 What we'll do, Henry, is develop a method for  
8 getting feedback from the chiefs with the completion  
9 of each training cycle, who are their members of  
10 their agency attended and what their outcome was.

11 Of course, I would certainly hope that if a  
12 supervisor had a member in training that they would  
13 notice that they were missing and would follow up to  
14 see what the outcome is. Maybe that's yet another  
15 message we would make sure of, the training matters,  
16 skill capacity really matters.

17 MR. CASSIDY: That might be something that we  
18 would learn something about some of our supervisors,  
19 too.

20 CHAIRPERSON SOUTH: Continual improvement.

21 MR. GARRIGO: One is a three-day class and the  
22 other is a five-day class, so I would hope they  
23 would notice someone missing for those periods of  
24 time.

25 CHAIRPERSON SOUTH: All right, let's continue

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1 for the rest of your report.

2 MR. GARRIGO: The rest of the report is  
3 essentially backup material. It's quite lengthy.  
4 We have supplied everything that the Legislature

5 might want and we've addressed all of their  
6 concerns, so we would like to move that the Council  
7 accept this as it's written so that we could submit  
8 it on time to the Legislature.

9 CHAIRPERSON SOUTH: So I will accept a motion.

10 MR. YANDELL: Move.

11 MR. EVANS: Second.

12 CHAIRPERSON SOUTH: Comments?

13 All right, all in favor, say aye.

14 (Chorus of ayes.)

15 CHAIRPERSON SOUTH: Opposed?

16 (No response.)

17 CHAIRPERSON SOUTH: The report is accepted for  
18 delivery to the Senate and the House.

19 The next item is review of the business cases  
20 that have been before the Council, so if you will go  
21 to tab 10, and, Henry, if you will update us on  
22 that, please?

23 MR. GARRIGO: Yes. Again, this is kind of an  
24 administrative item, just recaps and gives you an  
25 update on the business cases that we have reviewed

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1 since the previous meeting, so in the last cycle  
2 from August 30th to date, we reviewed these business  
3 cases.

4 I would call attention to two business cases at  
5 the bottom. They actually were not business cases  
6 submitted for review. We are trying to develop our  
7 business case development line of business, which is

8 consulting with agencies to help them write business  
9 cases. So we had the Department of Health and the  
10 Department of Professional Regulation come to us to  
11 request input on helping them write business cases.  
12 So this is our first two customers, if you will, in  
13 this line of business, which is really great.

14 We had great dialogue working with them. We've  
15 learned from them and I think they have learned from  
16 us, hopefully. So those last two items are actually  
17 consultations, engagements, if you will, on business  
18 case writing. We sent them back to them, they've  
19 improved the processes and now they're developing  
20 their final business cases for inclusion in the LBR,  
21 as well as submission to us.

22 So we're starting to get customers on both  
23 lines of business.

24 CHAIRPERSON SOUTH: Good.

25 Let's move into the outsourcing pipeline,

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1 again, knowing what's coming, agencies generally  
2 with projects this size have inklings pretty far in  
3 advance. Has there been a survey sent out?

4 MR. GARRIGO: Yes. There were a couple of  
5 motivating factors behind this one. One, obviously  
6 looking at our resources as have been addressed here  
7 today, making sure that we're properly resourced  
8 going forward to deal with larger business cases,  
9 with the volume of business cases, they should begin  
10 to produce themselves, and it was all required for

11 in the proviso language, so it was kind of a forcing  
12 function for us as well.

13 We've identified 15 business cases in a handful  
14 of agencies. These are projected business cases.  
15 These are projects that may or may not come to  
16 fruition, but our motivation behind this was to  
17 understand what is out there and be prepared for  
18 them, and if nothing else, audit and say, did this  
19 ever happen, and if so, why didn't it come through  
20 the agency as required by the statute.

21 Some very large ones, a handful, some were in  
22 the Department of Financial Services, in the  
23 Department of Juvenile Justice, and then a couple of  
24 smaller -- not smaller, but others from Agency for  
25 Persons With Disabilities and Veterans' Affairs.

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1 So we'll continue to monitor this. We had an  
2 outreach campaign that went through chief of staffs  
3 and through agency liaisons. So we are actively  
4 requesting information, pushing and beating the  
5 bushes, if you will, to make sure that we're aware  
6 of what's out there, at the same time that we're  
7 helping to help them in the process.

8 MR. YANDELL: But as of right now none of these  
9 are on our plate to actively pursue?

10 MR. GARRIGO: At this point there are some  
11 anticipated dates on some of them, but we do not  
12 have additional business case which would trigger  
13 our activities.

14 MR. YANDELL: The DJJ one has a start date or  
15 an anticipated start date already, the \$16 million  
16 project, it says, 01/01/08?

17 MR. GARRIGO: So that's part of what we have to  
18 do, we need to go back to them and say, is this  
19 moving forward and, obviously, what can we do to  
20 help?

21 MR. YANDELL: I understand, and my question is  
22 pretty significantly direct, which is, is there no  
23 answer for this? We've had this issue come up, and  
24 is there no function that forces a reply to come  
25 back if it's statutory requirement to do this and

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1 the project is starting the first of this month and  
2 nothing has happened and we've been sitting here for  
3 a year, what happens when that occurs? Is there any  
4 sort of action that happens?

5 CHAIRPERSON SOUTH: I don't know the answer to  
6 that, but we should find out. All these projects  
7 have to be funded, and some of it has to do with the  
8 appropriations process, but we need to make sure all  
9 the parts are working together.

10 MR. YANDELL: Well, that's what we're here for  
11 and the purpose of us sitting here to do this is to  
12 provide these services, and you have -- the biggest  
13 one on this page is one that's starting this month.

14 CHAIRPERSON SOUTH: What does start mean? Does  
15 that mean start the process or execution of the  
16 contract?

17 MR. GARRIGO: Start the bid process.

18 CHAIRPERSON SOUTH: Bid process. Well, if we  
19 have not reviewed their case before they go to bid,  
20 then that's --

21 MR. GARRIGO: So they would not be within the  
22 statute and I'm not sure exactly what the actions  
23 are as a result of that.

24 CHAIRPERSON SOUTH: Let's take a peek into that  
25 and we'll report back.

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1 MR. YANDELL: Similarly, if you're going to  
2 attack the problem, you've also got the CNA program  
3 in Veterans' Affairs and that's got a start date of  
4 the first of April, and those are the two that kind  
5 of jump off the page that we quickly probably need  
6 to get soon if there is an actionable approach to  
7 dealing with it.

8 CHAIRPERSON SOUTH: Very good point. Follow up  
9 on that.

10 MR. GARRIGO: So look into -- essentially it's  
11 enforcement and making sure they're complying with  
12 statute, what we can do and what authority we have  
13 to do that.

14 MR. YANDELL: Well, it goes back to Steve's  
15 question, what are we doing and what is our  
16 effectiveness in doing it. If we can't get these to  
17 come in front of us, then our effectiveness is  
18 significantly in question.

19 MR. AGRAWAL: And these are the ones that we  
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20 know of.

21 MR. GARRIGO: Good point.

22 CHAIRPERSON SOUTH: Other comments?

23 All right. Now we'll go into the last item on  
24 the agenda, which is the communication update, and  
25 members, at your desks you'll see a brochure that's

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1 hot off the presses to help us advocate, outreach  
2 and educate the agencies about the work of the  
3 Council and their requirements and the services  
4 provided.

5 MR. GARRIGO: Yes. Part of what we have to do  
6 after we've set up our business, obviously, which is  
7 what we've done essentially the first year, is we  
8 need to find customers. So we need to do a little  
9 bit of marketing.

10 What we have done is tried to develop a  
11 communications campaign. It's really a  
12 three-pronged approach, awareness, education and  
13 advocacy.

14 Part of the awareness campaign is the brochure  
15 that we've put together in front of you, who we are,  
16 what we do, what the statutes are, what some of the  
17 requirements are. We are going to try to make these  
18 available and pass those around to agencies to have  
19 them understand better what we're trying to do, so  
20 awareness of the agency and awareness of the  
21 statutes.

22 We are also putting together, as I mentioned,  
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23 educational campaigns along the lines of the  
24 workshops that we spoke of before, outreach programs  
25 to actually go to the agencies and help them learn

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1 what the best practices are and try to implement  
2 them.

3 And then advocacy, hopefully when we get to the  
4 point where we're able to look beyond a keep-the-  
5 lights-on kind of operation, we're able to really  
6 drive people to adhere to statutes and drive  
7 business cases to us and look for efficiencies in  
8 government and really be creative on how we can  
9 improve the way the State does business and we can  
10 advocate for that as we go forward.

11 So it's kind of a three-pronged approach.  
12 Again, we're trying to do as many things as we can  
13 with the few resources that are available to us.  
14 This is high priority, because now we've got the  
15 house built and the doors are open and we need some  
16 customers.

17 CHAIRPERSON SOUTH: Nice work. We have this  
18 momentum under our wings and I'm certain that we'll  
19 continue to make an impact.

20 Holly?

21 MR. BENSON: Thank you, Madam Chair.

22 I wanted to ask one question about this report.  
23 I thought I remembered that the Legislature did  
24 define outsourcing, but on tab 8 it sounds like in  
25 your training it says one of the tasks your members

1           came up with was clarification in the statute on  
2           terminology such as outsourcing, performance  
3           measures versus performance metrics, (INAUDIBLE)  
4           versus procurement.

5           Did you all talk to the Governor's Office to  
6           have an agenda that includes some of these?

7           CHAIRPERSON SOUTH: No, we did not.

8           MR. GARRIGO: So there is a definition of  
9           outsourcing. It's the interpretation of that  
10          definition that's in question.

11          CHAIRPERSON SOUTH: And frankly, it depends on  
12          an organization's interest in having a system as to  
13          whether they interpret it that we come in and help  
14          them or not.

15          And frankly, statutes are interesting things  
16          and we certainly live our life around them here. I  
17          think the approach that Henry has discussed, which  
18          is demonstrating the value to the agencies when they  
19          come to us because they know we will help them save  
20          money and increase their productivity and  
21          effectiveness.

22          On the other hand, if we don't take care of how  
23          we manage the definition of outsourcing and we do  
24          become very successful, then we're overwhelmed with  
25          a workload that's outside of our scope and we're not

1 funded to do, so it's a careful balancing act.

2 MR. AGRAWAL: Towards that end, Henry and I had  
3 a real good dialogue yesterday, and one of the  
4 things that he laid out very succinctly was the  
5 lines of business, because I was asking him what are  
6 we funded for, what can we actually do versus what  
7 we would like to be able to do with the bare minimum  
8 requirements, back to the resourcing issue.

9 If I could impose on you, and I apologize to  
10 spring this on you, but could you just give  
11 everybody a recap, because it really crystallized in  
12 my mind sort of an easier way to fashion or to think  
13 about the difference between the overall mission  
14 versus the specific requirements.

15 MR. GARRIGO: Sure.

16 We're all familiar with what the statute says,  
17 as the Chairman said, business case, outsourcing,  
18 those kinds of things. I think to understand it and  
19 try to execute it is a different thing.

20 What we're hoping to do withing the office and  
21 the Council's mission is really develop these three  
22 lines of business. One is developing the tools to  
23 help agencies write business cases, so that  
24 consultation function, of engaging with them and  
25 helping them write business cases, understand what

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1 needs to be in there, doing it properly,  
2 incorporating lessons learned that we have before

3 you get to the solicitation into the project.

4 The other language that we wanted to go into is  
5 really the heart of the statute, which is the  
6 business case review process, making sure that  
7 business cases for outsourcing are submitted to us  
8 and are properly reviewed and we don't let anything  
9 get out that's not a good value to state government.

10 Then the third line of business that we'd like  
11 to execute on is probably the one that's most  
12 exciting for most of us, or all of us, which is  
13 really business transformation within state  
14 government. How do we make the state more  
15 efficient, and being an advocate for change within  
16 state government, identifying opportunities that  
17 exist in state government, whether it's reducing  
18 duplication of resources, leveraging other agencies'  
19 specialties, those kinds of things that actually  
20 improve the way the State does business and becomes  
21 more efficient.

22 So those three lines of business I think are  
23 the core of the statute and the spirit. Obviously,  
24 we'll have to build to that. I think right now what  
25 we're resourced to do is be on call for these

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1 business cases, go search them out, make sure people  
2 are adhering to statute; as business cases come in,  
3 disposition them as required by the statute.

4 We are capable because we can easily leverage  
5 that core knowledge into this consulting business

6 when we're looking at helping people, people that  
7 are willing to accept us and what we have to say,  
8 and we are beginning to engage in that. I pointed  
9 out two of our first customers in that line of  
10 business.

11 We periodically, when we have down time, which  
12 is not very much, quite honestly, but we do try to  
13 pull out occasionally ideas that we have heard on  
14 either outsourcing prioritization, cost-effective  
15 ways of improving business, and we are periodically  
16 writing white papers as well and we're putting it  
17 into the record and we've shared with some of the  
18 Council members as well.

19 So we are also trying to develop that line of  
20 business over time. How can we, from stuff that we  
21 hear, whether it's about airline fleet, how we're  
22 going to change the operations of that, or the ports  
23 or the Lottery, whatever it is, things we hear, we  
24 do a little research on educating ourselves so that  
25 hopefully at some point we can develop that line of

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1 business with this acquired knowledge as well.

2 MR. AGRAWAL: Thank you very much.

3 CHAIRPERSON SOUTH: One of the things as we do  
4 a communication plan, certainly the target audience  
5 that we need to communicate with is the Office of  
6 Policy and Budget and the Senate and House.

7 When they know there is big project in the  
8 wings and they make the connection for us to be

9 involved in it, then that would be another conduit  
10 for us to make sure we catching the cases we need to  
11 have.

12 Any other questions or comments?

13 All right, let's move on to the final item on  
14 our agenda, which is announcements.

15 At this moment I'd like to regretfully announce  
16 that Barbara Carter, who has been with us since day  
17 one -- come on up, Barbara -- Barbara has been a  
18 very valuable member of the CEG team and I  
19 understand you have an excellent opportunity with  
20 another organization and will be leaving us right  
21 after this Council meeting, and we want to take this  
22 opportunity to publicly acknowledge the excellent  
23 work that you have done and the energy and  
24 dedication and the customer focus that you have  
25 brought to this position. We will miss you and

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1 certainly wish you well as you move into the other  
2 area.

3 MS. CARTER: Thank you.

4 CHAIRPERSON SOUTH: Don't forget where we are  
5 when you're ready to come home.

6 MS. CARTER: Thank you.

7 MR. GARRIGO: Barbara has been an invaluable  
8 source, the ultimate professional, really keeping us  
9 on task and really helping to get the work done.

10 CHAIRPERSON SOUTH: Are there any other  
11 announcements to make?

12 MR. GARRIGO: Just we'll be, due to some  
13 changes in the flow of business here in the Capitol,  
14 we are relocating our physical offices, from the  
15 Capitol building to be closer to the DMS team,  
16 particularly in legal communications, we are  
17 administratively housed in DMS, so I think this is a  
18 good thing to really help us, again, as we have  
19 these resource constraints, do more with less, if  
20 you will, and we're able to be closer to our  
21 colleagues and maybe leverage some of the resources  
22 that they have there to be able to accomplish some  
23 of the things that we couldn't by ourselves up here.  
24 So if you're looking for us, we have not gone  
25 away, but we're still here and we plan to be down in

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1 Southwood, in Building 4050 on the third floor in  
2 the corner. If you want to come find us, we would  
3 be happy to have you.

4 CHAIRPERSON SOUTH: Is there any other business  
5 to come before the Council?

6 Hearing none, we are adjourned. Thank you,  
7 Henry, and staff members.

8 (Whereupon, the proceedings were concluded at  
9 11:10 a.m.)

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C E R T I F I C A T E

STATE OF FLORIDA )  
COUNTY OF LEON )

I, CLARA C. ROTRUCK, Court Reporter at  
Tallahassee, Florida, do hereby certify as follows:

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

THAT I later reduced the shorthand notes to  
typewriting, or under my supervision, and that the  
foregoing pages 3 through 59 represent a true, correct,  
and complete transcript of said proceedings;

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

Dated this 6th day of February, 2008.

1-17-08 Transcript.txt

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CLARA C. ROTRUCK

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Court Reporter and Notary Public

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State of Florida at Large

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