I. Call to Order

II. Roll Call

III. Pledge of Allegiance

IV. Approval of Minutes from Organizational Meeting

V. Comments by the Chair

VI. Subcommittee Reports

VII. Presentation: “Government Transformation Begins with Better Data”
_ Rick Howard, Research Vice President, Gartner_

VIII. Presentation: “Florida’s HSMV Motorist Modernization Initiative”
_ Terrence Samuel, Project Director, FLHSMV_
_ Chad Hutchinson, Chief Technology Officer, FLHSMV_

IX. Presentation: “State Government Data Interoperability: A Perspective”
_ Spence Purnell, The Reason Foundation_

X. Group Discussion: Technology & Innovation

XI. Other Business & Public Testimony

XII. Adjournment
10:01:28 AM  Meeting held while waiting for 2 persons to arrive.
10:02:05 AM  Meeting recording has begun
10:02:21 AM  Meeting is called to order by Cody Farrill, Director of Legislative Affairs, Office of the Secretary, Department of Management Services
10:02:48 AM  Roll call by Administrative Assistant
10:04:40 AM  In attendance by phone: Senator Randolph Bracy, Senator Jeff Brandes, Senator Keith Perry Rachel Carpenter.
Absentee: Patricia Levesque, Pat Neal, Representative Bob Rommel
10:04:43 AM  Cody Farrill welcomes members to first meeting of 2019 - 2020 of the Government Efficiency Task Force. The Task Force was formed after amendment of the Florida Constitution was passed and is required to meet every four years. The meeting was published in the Administrative Register on September 27, 2019. Moving forward all notices will continue to be on the FLAR and will be available on FDMS website. DMS is the back office for the Florida Government. We are responsible for delivery of business, technology, and workforce services.
10:05:15 AM  To partner with us this year are Tiffany Harrington, House of Representatives, Katherine Becker, of Florida Senate Committee of Agriculture
10:05:32 AM  Adopt procedures for this year. Rules are detailed on meeting Tab 2 in the meeting packet.
10:05:48 AM  Same task force rules as in 2011-2016. Is there a motion to approve? Motion made by Ed Moore, Secretary Satter seconds the motion. All in favor all opposed? – approved.
10:06:09 AM  Member Introduction: Each member of the Task Force are asked to share their background and goals.
10:06:21 AM  Bob Wold – Degree in Geology and two degrees law. Interested in efficiency in water management through policy objectives of the DeSantis administration, primarily focused on water quality. The 1972 law was not focused on quality when it was adopted. In favor of run off and ground water; and those water districts drawn along those boundary lines.
10:07:40 AM  The geologic and hydrologic map of the state the boundaries don’t coincide. How to manage those boundaries.
10:07:47 AM  Area of dispute settlement, there should be mandatory dispute settlement for all dispute parties including governmental entity. This will also largely achieve the implementation of water quality policy. Advocate the judges come from the state administrative courts.
10:07:58 AM  Need judges that have been trained to deal with water quality issues.
10:08:33 AM  Area of agency overlap - focus water management issues in government - each agency to file and pursue applications to take over jurisdiction from federal agency currently managing the same issue. These could all be handled by state agencies.
10:09:57 AM  Dealing with data management between entities and the government agencies.
10:10:14 AM  data management and the internet should be free and open to everyone on a profit level. A democracy cannot exist without free open exchange ideas. The cost should be kept to minimal on a solution.
10:10:23 AM  data more used than we need to. This costs time, energy and money.
10:11:19 AM  Cody Farrill introduces Ed Moore
10:11:42 AM  Preference when divide individual members into committees: to look at interagency cooperation evidence when natural disaster – very good at reacting to it. Post disaster communication linkages and relationships need strengthening. How best to deliver services to the people of Florida, as we continue to be a growing state.
10:12:36 AM  Tax Law-
10:12:50 AM  Make sure services and equipment keep cost low as possible.
10:13:36 AM  Develop actional items we can take to the legislature for them to respond to.
10:13:37 AM  Jonathan Satter, Secretary of Department of Management Services (DMS) since beginning 2019
10:14:11 AM  Means reducing friction improve service to residents and visitors
10:14:34 AM  Government efficiency means – reduce friction in government; improve service to business, residents and visitors within the state.
10:14:54 AM  Three areas: Analytics various components and agencies of the state generate a significant amount of data. Fan of evidence based policy making. Data has been traditionally treated as a bi-product rather than an asset.
10:15:23 AM  2. Technology arm - rapid growth need to streamline it- largest stem of Government. How we structure its use and govern it can be very valuable.
10:15:58 AM  3. How do we address shared services across the enterprise- fleet, real estate, and technology?
10:16:29 AM  Tarron Bragdon - founded and runs the Foundation of Government Accountability, a conservative think tank in Naples FL. We work on three areas: Welfare, Workforce and Health Care.
10:16:56 AM  Florida is a national leader throughout many states.
10:17:09 AM  2012 CFO take info public available- turned over to Moore center at FSU. In partner with the DeSantis administration to undertake a study of welfare reform policy and tracking the outcomes and impact on people.
10:19:21 AM  How we push through information to the public-- How we make that data easily consumable to the relevant end user. Use technology toward customer service- How do we live, work, and create jobs better.
10:19:53 AM  Sal Nuzzo – Vice President of Policy with James Madison Institute focus on Economic Principles in Florida. 2- focus: 1 – Technological operability. Data and systems shared- overlapping services delivered and to minimize side effects that generate negative publicity. 2-Govt services at certain levels at times provide barriers to individuals in gaining employment becoming members of society.
10:20:18 AM  Regulatory systems and licensing- try to streamline the barriers
10:20:39 AM  Bob Ward – President CEO FL council 100. Businesses that give back to the community.
10:21:06 AM  In public employment 26 years
10:21:18 AM  HB 5301 - continue tracking area of cyber security
10:22:07 AM  Views on government are limited major transportation
10:22:22 AM  Goal: Be as efficient as possible in how we operate in government, and communicate what we do to citizens of Florida.
10:22:54 AM  How to make our lives and interaction with government more effective.
10:23:08 AM  In legislature have spent time with technology solutions: 1- how government interacts with itself and 2- how the government interacts with the public. Government should be small and effective.
10:23:49 AM  Mr. Bobby Griggs - small business man- Realty development.
10:23:59 AM  FIU – from Miami
10:24:11 AM  Limiting government with more tech aspect
10:24:28 AM  Cody Farrill calls on Senator Brandes
10:24:30 AM  Senator Brandes addresses team
10:24:37 AM  Served on last task force
10:24:46 AM  Encourage to review last few years reports and focus on a small area of items at one time.
10:25:11 AM  Senator Randolph Bracy - Orlando first task force.
10:25:31 AM  Rachel Carpenter, Co-founder and CEO- brings entrepreneur to the table. Doctorate in Finance, self-taught Engineering and Technology.
10:25:53 AM  Background finance
10:26:35 AM  If you want to build and grow - it’s not possible unless we have clean data organized equally distributable
10:27:11 AM  Municipalities
10:27:28 AM  Ways to be efficient
10:27:46 AM  Cody Farrill introduces Senator Perry-
10:27:51 AM  Senator Keith Perry has served six years in House, and four years in the Senate. Owns and works private business 40 + years.
10:28:10 AM  Majority with government agencies
10:28:20 AM  Costs - more effective to business to do work
10:29:09 AM  Cody Farrill asks were any members not able to join that missed roll? Names called and no answer. We need to nominate for chair for the committee.
10:29:22 AM  Sal Nuzzo nominating based on use of Technology, since- DMS is the backbone office for this force; would like to formally nominate Secretary Jonathan Satter as the Chair. Is there a second motion? The motion was seconded.
10:30:19 AM  Secretary Jonathan Satter is nominated and approved as chair of the committee. Chair Satter moves to the position of Chair of committee.
10:30:59 AM  Chair Satter asks for nominations for Vice-chair. Senator Bracy nominates Senator Jeff Brandes as Vice-Chair.
10:31:34 AM  The motion is seconded. No opposition.
10:31:43 AM  Senator Brandes accepts Vice-Chair position.
10:32:02 AM  Chair Satter explains and presents Tab 3 with purpose and responsibility of the task force
10:32:30 AM  Cody Farrill- Task Force was established due to adopted amendment to the 2006 Florida Constitution which created new section of law requiring the following: Meet no later than January 1, 2007 and thereafter -meet every four years; the requirements are read to the committee. Contact DMS for details, posted on the DMS site
10:33:10 AM  President of the Senate and the Speaker of the House, and the Governor shall appoint members Membership being established by general law; to be from the Senate, the House of Representatives, and the Public Sector and Executive Branch. Required to complete the work in one year. Present recommendations to the Joint
Legislative Budget Commission, the Governor, and the Chief justice of the Supreme Court
10:33:20 AM  Additional guidance passed in 2007 – Sec. 11.9005 F.S. (1) (2) (3)
10:33:36 AM  Task Force is to be composed of 15 members, for term of one year; requires elected chair from its members.
10:33:46 AM  Meet quarterly – members entitled to receive reimbursement for travel and per Diem.
10:34:00 AM  Requires recommendation submitted, and a final summary report.
10:34:07 AM  2011- 2015 reports will be on DMS website
10:34:25 AM  2011 - 3 subsidies health education and general government
10:34:39 AM  Several recommendations:
10:34:56 AM  Business regulation and licensing
10:35:01 AM  Expressway and bridge authority consolidation
10:35:11 AM  Consultant’s competitive negotiation act
10:35:24 AM  2015- 2016
10:35:28 AM  Focus on Government Efficiency; Health and Human services, Criminal and civil Justice
10:35:37 AM  Recommendations: Expand alternative forensic mental health programs;
10:35:44 AM  Replace FLAIR
10:35:48 AM  Additional funding and governance of the Agency for State Technology (AST)
10:35:56 AM  Improve access and use of telehealth services
10:36:11 AM  2018-19
10:36:22 AM  Technology & Innovation
10:36:36 AM  Government operations
10:36:55 AM  DeSantis Administration- law centralize single point of contact- interoperability between agencies.
10:37:26 AM  Specific Focus on future on FL data
10:37:30 AM  1- future Florida Data 2 cyber sec
10:37:41 AM  3-data cataloging - collaboration
10:37:59 AM  data why we collect -
10:38:15 AM  Targeted - government operation
10:38:27 AM  Move forward
10:38:29 AM  Consider
10:38:33 AM  1How can state better leverage technology to increase efficiency?
10:38:38 AM  2 Can Floridians and visitors be better served with new technology?
10:38:52 AM  3 How can we increase efficiency in customer service operations across the state
10:39:09 AM  Chair with comments
10:39:22 AM  Chair introduces Sean Gellar
10:39:22 AM  Discussion of sunshine public records law - Deputy Counsel of DMS
10:40:18 AM  Meetings of public boards - open to public
10:40:27 AM  Reasonable notice of meetings must be given. Minutes must be taken open for inspection
10:40:39 AM  General rules
10:40:48 AM  Board members not to use personal telephone, Facebook, email, or text messages to conduct private discussion about board business.
10:41:00 AM  Member cannot be used as a liaison to communicate between board members or poll for personal view on a board issue.
10:41:00 AM  Resolution, rule, regulation, or formal action is binding only as taken at the open meeting.
10:41:06 AM  Sunshine Law binds in open meeting only.
10:41:16 AM  Do not use other individuals for soliciting an idea.
10:41:29 AM  The vote cannot be preordained
10:42:10 AM  Penalties levied for violations, including misdemeanors and fines.
10:42:23 AM  sunshine law - right of access for public
10:42:33 AM  Law is equally applicable to the elected and appointed
10:42:39 AM  Applied to any gathering of any 2 members of the same board of an issue that foreseeably will come before that board.
10:42:56 AM  Do not discuss any board issues outside of meeting
10:43:04 AM  What is a public record?
10:43:17 AM  Public records are any document, paper, letter, maps, books, tapes, photographs, films, sound recordings, data processing software or other material, regardless of the physical form, characteristics, or means of transmission.
10:44:05 AM  Law in accordance – communication or connection intended for communicable formalize
10:44:37 AM  Not public record if it is not intended to be a formalizes document
10:45:00 AM  Personal notes are merely preliminary - unless you hand them to someone
10:45:22 AM  Personal notes ok if only for your use
10:45:34 AM  Serves no government function.
10:45:51 AM Caveat on drafts if used to perpetuate information
10:46:15 AM Exemptions Chapter 119 F.S., and other statutes
10:46:26 AM Should not be viewed by legislation
10:46:53 AM Ask task force attorneys
10:47:16 AM Check with attorney
10:47:22 AM Do not mix work and pleasure in emails or texts.
10:47:37 AM Private on personal phone - use separate phones
10:48:05 AM Attorney- written exchange - may be used - legislature
10:48:21 AM Work product or ongoing litigation
10:48:39 AM Opinions - if written are open for inspection at some point
10:49:05 AM Questions? - Chapter 119 F.S.
10:49:37 AM Sean Gellis contact
10:49:44 AM No questions.
10:49:47 AM Chair requests Cody Farrill to distribute Sean Gellis and Chastity Osteen contact information
10:50:04 AM Requests members to make list of potential ideas for next meeting
10:50:12 AM Chair staff will send the format
10:50:22 AM Chair staff will send minutes - review post schedule
10:50:46 AM Cody will explain - travel information following meeting with details on that process
10:51:03 AM Each member to submit preference to be on technology or government operatives committees.
10:51:36 AM Next meeting to be held in mid Nov – Possible two conference calls for sub-committees before that time.
10:51:57 AM Cody thanks Chair Satter.
10:52:02 AM Chair opens floor for any public comment
10:52:11 AM Any public present or on the telephone?
10:52:21 AM Chair asks if there is any other business/
10:52:32 AM Bob Wold- with question - Sean Gellis answers
10:52:45 AM Answer is to be careful who you cc on email
10:53:02 AM Are there any other comments? Sal Nuzzo motions close of meeting. The meeting is adjourned.
Government Transformation Begins With Better Data

Rick Howard, VP Analyst
In 5 Years, Public Sector Services Will Be More …
In 5 Years, Public Sector Services Will Be More ... Intelligent
Key Issues

1. What are the major trends impacting the public sector?
2. How is data being used to fuel innovation in government?
3. What can government leaders do to create a data-driven culture?
Top Trends Are Driving Government Policy

Key Macro Trends

Social Instability
Perpetual Austerity
Population Aging
Rising Populism
Sustainable Systems

Government Business Trends 2019 – 2020

- Digital Leadership
- Ethics and Privacy
- Digital Equity
- Institutional Agility
- Engaged Ecosystems
- Collaborative Innovation
- Citizen Experience Management
- Circular Economy
- Insight-Driven Workplace
- Generational Chasms

Government Technology Trends 2019 – 2020

- Adaptive Security
- Citizen Digital Identity
- Multichannel Citizen Engagement
- Agile by Design
- Digital Product Management
- Anything as a Service
- Shared Services 2.0
- Digitally Empowered Workforce
- Analytics Everywhere
- Augmented Intelligence
Trust, Agility and Sustainability Are the Ends — Technology Is the Means

Government Technology Trends 2019 – 2020

Trusted
- Adaptive Security
- Citizen Digital Identity
- Multichannel Citizen Engagement

Agile
- Agile by Design
- Digital Product Management
- Anything as a Service
- Shared Services 2.0

Sustainable
- Digitally Empowered Workforce
- Analytics Everywhere
- Augmented Intelligence
Public Sector Transformation Is Built on Trust and Convenience

**Goal**
- Provide secure access to government services that are reliable, seamless and easy to use.

**How**
- **Adaptive security** to continuously evaluate and improve threat prevention, detection, response and prediction capabilities.
- **Digital identity** to reduce complexity and connect government from the end-user perspective.
- **Multichannel citizen engagement** to offer personalization and a 360-degree view of constituents.

**Act**
- Allow citizens to use digital IDs of their choice, in addition to government issued IDs.
- Implement an API-oriented (headless) architecture to reduce coupling to enterprise applications.
Adopt Agile-First Practices to Speed the Pace of the Public Sector

**Goal**
- Responsibly bring entrepreneurial urgency to IT service delivery, workforce skills and innovation.

**How**
- **Agile by design** follows architectural patterns that enable rapid delivery and adaptation of services.
- **Digital product management** increases the speed of solution delivery with product-centric agile development methodologies and DevOps.
- **Anything as a service (XaaS)** shifts the capex/opex mix from intensive hardware-centric portfolios to a platform of interoperable services.
- **Shared services 2.0** proves the value of I&T management services as an XaaS broker.

**Act**
- Extend your I&T operating model with versatile, multidisciplinary product teams dedicated to solution development and delivery.

**Technology Trends**
- Agile by Design
- Digital Product Management
- Anything as a Service
- Shared Services 2.0
People, Analytics and Machines Make the Public Sector Sustainable

Goal

• A technically enabled, data-literate workforce that supports society with evidence-based practices.

How

• Digitally empowered workforce to promote collaboration, adaptability, analytical thinking and creativity to accelerate automation adoption.
• Analytics everywhere to continuously collect and analyze data from core to edge for efficiency and improved outcomes.
• Augmented intelligence to supplement human capabilities with machine learning algorithms and statistical models to automate repetitive processes and aid decision making.

Act

• Advance social-creative skills and technical skills to close competency gaps in your workforce.
• Take a data-centric approach to your AI strategy.

Technology Trends

Digitally Empowered Workforce

Analytics Everywhere

Augmented Intelligence
Link the Top Technology Trends to Public Policy Goals

Adaptive Security  
Digital Identity  
Multichannel Citizen Engagement  
Agile by Design  
Digital Product Management

XaaS  
Shared Services 2.0  
Digitally Empowered Workforce  
Analytics Everywhere  
Augmented Intelligence

A Digital Government Strategy Is an Integrated Strategy
Key Issues

1. What are the major trends impacting the public sector?
2. How is data being used to fuel innovation in government?
3. What can government leaders do to create a data-driven culture?
To Transform, Government Must Become “Reliably Proactive”

85% Reactive

Proactive 4%
Predictive 0%
Somewhere in between 10%
Eventually

Source: Survey responses to Gartner’s “Toolkit: Digital Government Urgency, Readiness and Maturity Assessment”
Base: n = 233
To Become Reliably Proactive, Government Must Do Three Things Continuously and Perfectly

Without Good Data, It Can’t

Detect

Automate

Anticipate
Government Has Many Opportunities to Shift From Reactive to Proactive

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<thead>
<tr>
<th>Detect</th>
<th>Automate</th>
<th>Anticipate</th>
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<tbody>
<tr>
<td>• Human trafficking</td>
<td>• Program eligibility</td>
<td>• Disease outbreak</td>
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<td>• “Fake” news</td>
<td>• Dynamic taxation</td>
<td>• Recidivism risk</td>
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<td>• Tax evasion</td>
<td>• Mediation services</td>
<td>• Transport needs</td>
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<td>• Identity of unconscious</td>
<td>• Job application scoring and</td>
<td>• Shifts in population sentiment</td>
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<td>individuals</td>
<td>matching</td>
<td>• Policy impacts on compliance</td>
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<td>• Security intrusion, anomaly</td>
<td>• Infrastructure maintenance</td>
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<td></td>
<td>or outlier</td>
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<td></td>
<td>• Judicial bias</td>
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</table>
Enhanced Detection and Prevention to Save Resources ...

Healthcare Fraud
Machine learning (ML) models trained with historical data

Resource Management
ML and computer vision on existing data to automate land use mapping

Public Health
Compensated for data sparsity with imputation and machine learning

Reported $11.5 USD to $1 USD ROI
97% accuracy in predicting land use of new images
82% accuracy in identifying ZIKV positive primates

... and Lives
Automating Work to Make Government Faster ...

Optimize Workflows
Streamline new hire onboarding with HR data & robotic process automation

Remote Compliance
Satellite & ground data to inspect fields receiving hay-cutting subsidies

Rapid Claim Processing
Blockchain crop insurance claim processing based on rainfall data

Assign employee access card, laptop and phone in 7 ½ minutes

$755,000 USD savings first year

Automated disaster payment payouts within 2 to 4 weeks

... and Smarter
Anticipating Change to Identify Risk ...

Assessing Child Safety
Health & social services data to predict the likelihood of later abuse or neglect

Infrastructure Integrity
Utility asset & water main break data to calculate the likelihood of pipe failure

Preemptive Intervention
Patient data indicates deteriorating health 1-20 hours ahead with 90%-98% accuracy

Improve screening decision accuracy, reduce racial disparities
Correlate projected and actual break rates to target pipe replacement
Identify critical cases in advance and take medical action

... and Opportunity
Key Issues

1. What are the major trends impacting the public sector?
2. How is data being used to fuel innovation in government?
3. What can government leaders do to create a data-driven culture?
A Great Data & Analytics Strategy Will Answer a Few Key Questions ...

1. Use Cases
   - Quickest time-to-value?
   - Most valuable?

2. Skills
   - Necessary skills available?

3. Data
   - Data to support selected use cases?

4. Technology
   - What tools and techniques are needed?

5. Organization
   - Where should the expertise reside?

Over and Over

Gartner
Sharing Increases the Value of Government Data

Government CIO Position Description

Agency
Classification Title
Job Working Title
Location
Salary
Position Summary
Job Duties and Responsibilities
Essential Skills and Knowledge
Qualifications and Experience

“... facilitate the use of data between departments.”

“... make recommendations for data sharing.”

“... lead cross-divisional and interdepartmental initiatives.”

“... create a culture that treats data as a cross-corporate asset.”
Data management is the means, data sharing is the goal.

Data management is critical to government transformation.

Data sharing is critical to the needs of a digital society.
Start With a Policy Framework to Improve Data Quality and Manage Risk

Your IM policy framework will:
- Demonstrate legal and ethical accountability
- Deal with data sharing “change blockers”
- Harmonize privacy, confidentiality and security laws:
  - International, national and local
- Promote trust in data sharing

Responsible Roles (or equivalent)
- Executive Leadership — Cabinet
- Chief Information Officer
- Chief Data Officer
- Chief Technology Officer
- Chief Information Security Officer
- Chief Privacy Officer
- Corporate Legal Counsel
- Data Stewards — Program
A Digital Government Technology Platform Facilitates Data Sharing

Citizens and Business Platform
- Citizen Portal and Mobile Apps
- Public Facing - ID and Authentication
- Citizen Portal and Mobile Apps

Constituent Experience Platform
- Social Networks
- Constituent Analytics

IoT Platform
- IoT Security
- IoT Gateway

Data and Analytics Platform
- Business Intelligence
- Data Science and Machine Learning
- Geospatial and Location Analytics
- IoT Analytics

Ecosystems Platform
- Data Sharing Agreements
- Partner and Supplier Analytics
- Open Data API Management
- Payment Processing Services

Information Systems Platform
- Case Management
- Operational Analytics
- Identity & Access Management

Employees
- ERP

Partners
- Partner-Facing Public APIs
- Registries and Indexes
- Partner-Facing Public APIs

Things
- IoT

Gartner
Link the Value of Data Sharing to Business Outcomes

- **Information value:**
  - Data and analytics asset KPIs

- **Business value:**
  - Contribution to your organization’s KPIs with better use of D&A

- **Stakeholder value:**
  - Sharing information
Support Data Sharing as a Digital Service

- Take a disciplined approach to “data sharing as a service”:
  - The business rationale, risks and benefits are clear
  - Budget and costs are allocated
  - Supported by a multidisciplinary service team
    - Serves internal or external customers
    - Service-level agreements are in place
A Performance Management Culture Begins With a Focus on Data and Analytics

- Establish and communicate business value with data and analytics KPIs:
  - **Operational** metrics
  - **Business value** metrics
  - **Data quality** metrics
  - **Data management maturity** measures
- Take a “just enough” approach.
- Keep it simple but avoid shortcuts.
## Think in Accomplishments that will Scale Within Achievable Time Frames

<table>
<thead>
<tr>
<th>Design</th>
<th>Deliver</th>
<th>Scale</th>
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<tbody>
<tr>
<td>• Secure executive sponsorship                                         • Catalog data assets for select analytics use cases                                • Commission enterprise-level analytics projects</td>
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<tr>
<td>• Establish data governance                                            • Determine baseline and benchmark metrics, D&amp;A KPIs                                   • Increase metadata management capabilities</td>
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<td>• Integrate data management policies                                    • Adhere to data standards                                                               • Publish data stories and case studies</td>
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<td>• Assess data &amp; analytics (D&amp;A) maturity level                          • Promote best practices and data literacy training                                     • Offer data sharing as a service</td>
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<td>• Adopt data standards                                                  • Deploy D&amp;A platform, self-service tools, and dashboards                              • Evolve and Expand D&amp;A strategy, policy and practices</td>
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<td>• Produce D&amp;A strategy and roadmap (implementation plan)</td>
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<td>Continuous Data-driven Innovation</td>
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<td><strong>0 to 6 months</strong></td>
<td><strong>6 to 12 months</strong></td>
<td><strong>18+ months</strong></td>
</tr>
<tr>
<td><strong>Design</strong></td>
<td><strong>Deliver</strong></td>
<td><strong>Scale</strong></td>
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<tr>
<td>Set measurable (and realistic) goals for your data &amp; analytics initiative</td>
<td>Progress will vary according to organizational readiness and leadership urgency</td>
<td>Gartner</td>
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Short term — up to six months | Midterm — six to 18 months | Long term — 18 months to three years
Recommendations to Become Reliably Proactive

- **Prioritize** information and technology investments that support trust, agility and sustainability

- **Review and supplement** your data management policy framework:
  - **Align** data sharing policies, practices and technologies
  - **Adopt** data ethics principles and control for bias

- **Establish** data sharing as a digital service:
  - **Dedicate** budget, a service manager and staff to a data sharing program

- **Pilot and scale** tightly scoped analytics use cases
  - **Focus** on building Detect, Automate, or Anticipate capabilities
Recommended Gartner Research

- **Creating a Data Strategy**  
  Joe Maguire (G00387756)

- **Use Adaptive Governance for Data and Analytics to Drive Digital Business Success**  
  Saul Judah, Remi Gulzar (G00367094)

- **Gartner's Enterprise Information Management Maturity Model**  
  Douglas Laney (G00289832)

- **Augmented Data Catalogs: Now an Enterprise Must-Have for Data and Analytics Leaders**  
  Ehtisham Zaidi, Guido De Simoni (G00394570)

- **How to Enable Self-Service Analytics**  
  Carlie Idoine (G00402120)
Recommended Gartner Research

- **Data & Analytics Operational, Data Quality, and Data Management Metrics**
  CEB Data and Analytics Research Team (G00705366)

- **Create a Chief Data Officer Dashboard to Measure Your Business Impact**
  Frank Buytendijk, Andrew White and Others (G00337184)

- **Toolkit: Enabling Data Literacy and Information as a Second Language**
  Valerie Logan, Douglas Laney (G00332692)

- **Reference Architecture to Enable Real-Time Self-Service Analytics**
  Soyeb Barot, Daren Brabham (G00370032)
FLHSMV Motorist Modernization
Government Efficiency Task Force

December 9, 2019
DRIVE Project
(Driver Related Issuance and Vehicle Enhancements)

EFS
(Electronic Filing System)

• Scanning
  • No longer handling or mailing paper.
  • No waiting for a courier before the review process can begin.
  • Real-time storage of images upon approval.

• Integrated notification capabilities

Capture
(Photo and Scanning)

• Multiple documents can be created from a single scan.
• Sidebar containing photo and customer information is displayed on every page to prevent mistakes.
• Provides built-in scanned document editing features.

*Project funded in FY 13-14 and FY 14-15
Why the Modernization Effort Began

1. Insufficient use of current resources
2. Inability to provide law enforcement personnel the most current sanction information
3. Increased need to meet customer demands for securing personal data
4. Increased efficiency in transaction processing in Tax Collector and DHSMV offices
5. Inability to provide customers with comprehensive data
6. Inability to meet customer demand for self services
7. Increased potential for system failure
8. Increased error rates due to system complexity
9. Inability to implement technological advancements and expand services
10. Loss of historical knowledge from retiring workforce
11. Difficulty sustaining system support and functionality
PHASE I

Driver License Issuance
Renewal Notifications
MyDMV Portal
Motorist Database Design
• Delivers a software system that is sustainable and scalable.
• Expands service delivery options.
  • Mobile DL
• Increases departmental efficiencies using process reengineering.
• Increases customer service by increasing software application efficiencies.
Benefits and Efficiencies

- Enhances employee tools and work processes to strengthen the focus on customers and outcomes.
  - System checks to reduce user errors
  - Streamlined transaction workflow
  - Enterprise Content Management
- Reduces software development efforts by utilizing modern technology.
- Increases customer service and expands service delivery options.
- Enhances the department’s ability to take advantage of cloud-computing services.
• Expands services to customers by providing the ability to clear certain sanctions online.
• Enables customers to subscribe to receive personalized alerts, as well as department notifications through the online portal.
• Provides businesses with new commercial driver license self-services online.
• Expands self-services for active duty military personnel online.
As of February 1, 2019, at 11:08 AM, Florida driver license number L252-424-86-134-0 is Valid. This license is a Class Class E with an expiration date 02/01/2023.

<table>
<thead>
<tr>
<th>Restrictions</th>
<th>Endorsements</th>
<th>Designations</th>
</tr>
</thead>
<tbody>
<tr>
<td>B - CORRECTIVE LENSES</td>
<td>A - MOTORCYCLE ALSO</td>
<td>LHL - LIFETIME HUNTING LICENSE</td>
</tr>
<tr>
<td>2 - IGNITION INTERLOCK</td>
<td></td>
<td>LSF - LIFETIME SALWATER FISHING LICENSE</td>
</tr>
</tbody>
</table>

Personal information in Florida motor vehicle and driver records is blocked in accordance with the Driver Privacy Protection Act.

You are currently eligible to elect traffic school. You can elect traffic school once in a 12 month period and 5 times in a lifetime. Click here for additional information regarding traffic school.

The status of your license is the result of the infractions on your driving record. This is not an official driving record. For information on how to obtain an official driving record, click here.
MyDMV Portal
System Enhancements for In Office Transactions

1. Improved issuance workflow.
2. Ability to navigate to any screen in the issuance.
3. Streamlined the sanction clearance process.
4. Ability to automatically add endorsement or restrictions.
5. Be On the Lookout (BOLO) correspondence available without the use of external websites.
6. Quick links throughout the application.
Sanction Clearance

1. Review customer record.
2. Check driver history.
3. Open new browser.
5. Research clearance requirements.
6. Read clearance requirements.
7. Return to FDLIS.
8. Determine and select sanctions eligible for clearance.
Navigates user to document mailed to customer with clearance instructions.
PHASE II

Motor Vehicle Issuance  MyDMV Portal  IFTA/IRP  Dealer Services
The Motorist Modernization Program will procure a Mobile DL solution as part of Phase II of the Motorist Modernization effort.

- Received legislative authority to implement in 2014.
- Funding received for fiscal year 19/20.
Mobile DL

- Attended workshop with Underwriter Labs (UL) on June 20 – 21, 2019.
- Meetings with House, Senate and Governor’s Office.
- Conducted research with AAMVA.
- Conducted FLHSMV Mobile DL Workshop on September 27, 2019.
- Released a Request for Information (RFI) in October 2019.
- Request for Quote (RFQ) will be released in a few days.
Current Technology Stack at FLHSMV

- Expensive to maintain.
- Not Cloud friendly.
- Can’t easily exchange data.
- Can’t easily integrate with other technologies.
Document Storage

NoSQL and Data Lakes

Oracle and SQL Databases

External Services

Web Technologies

Various Applications or Technologies
FLHSMV
Technical Design Strategy

- **Design for Integration, Interoperability and Security**
- **Modern Development Stack**
- **High Available Cloud Computing**
Integration and Interoperability
Integration and Interoperability
Enabling Digital Government

Web Service Based Application Stack

= Enhanced Service Delivery
= Enhanced Disaster Recovery
= Open Web and Data Standards
= Technology and Data Integration Capabilities
Toolsets
(for the Techies)

- Web API Management
- NoSQL Databases
- Test Data Management
State Government Data Interoperability

Perspectives from the Reason Foundation
By: Spence Purnell
Data Interoperability and Enterprise IT

● The collection and storage of data that facilitates the ability to combine datasets

● Why does it matter?
  ○ “Three E’s”
    ■ **Evidence based** - measuring the status and success of programs
      ● Opportunity Zone Data Standardization
      ● XBRL
    ■ **Effective** - Making the best decision given the information available
      ● Sending foster children to neighborhoods with sex offenders
      ● Sending unemployment checks to ineligible recipients
    ■ **Efficient** - Reducing redundancy and discovering new opportunities
      ● Single sign on - One government sign in for access to multiple services. Less physical paperwork. Less Staff.
Public Administration

- Challenges
  - Data Security
  - Data Ownership
  - Culture
  - Responsibility/Blame
  - Funding
  - Technical difficulty
Open, Public, Electronic, and Necessary (OPEN) Data Act - Creates framework and funding to address challenges

- Framework:
  - Creates data governance council - major stakeholders get a seat on council to decide what/how data is collected and stored
  - Standardization of data definitions
  - Machine readable
  - By default, data is open, agency must request exemption through council

- Funding
  - Provides funding for each agency to have a CDO and (optionally) and deputy CDO
    - Could serve on data council and manage data relations
Data Cataloging

- How data is tagged, arranged, and assigned as it is collected. Essentially, this means identifying data as it comes in and ensuring that it is defined and stored properly so that it can be utilized.
  - Data cataloging standards and practices are set by the council
  - Shared meta tags, definitions, and standardizations decrease the need to ask for duplicate information while increasing information available for other agencies to execute services
  - Florida XBRL Example
    - HB 1073 - Florida Open Financial Statement System
    - Leverages existing XBRL data definitions and standards, but creates board that can make adjustments
  - Role of AI
    - Computer programs can be trained to identify data and catalog it properly
      - Reduces manual labor and cost
Public Administration

Challenges - OPEN Data Act

- Data Ownership
- Culture
- Responsibility/Blame
- Funding
- Technical Difficulty
Public Administration

- Challenges - Enterprise IT and 3 tiered system
  - Data Security
The standardization and management of all state government software creation and use

- IT Governance Board - Listen to the varying needs of agencies and build responsive solution
- Doesn’t have to be limited in scope, but before new software is created, state must ensure it complies with enterprise IT standards
  - This is key to getting things like single sign on and data sharing because of the programs that each software runs and the data it generates
    - Without prior planning you get “sil” syndrome where inter-agency software coordination is difficult or too complex to practically implement
    - “One-off” data sharing agreements create un-coordinated and duplicitous network
      - HB 7007 - 2013

Data Security is made easier

- Solo Towers vs. Coordinated network of forts with a homebase
Enterprise IT

● Change is a constant
  ○ Stresses importance of IT governance board, just like data governance board
  ○ Trust and communication are key - balancing act between standardization and flexibility, centralization and decentralization, technical requirement and business requirements with focus on keeping core intact
    ■ Welfare/Benefits Systems in 1990’s, 2000’s

● 3 Tiered system - Closed, Shared, OPEN
  ○ Tiered system is best for ensuring data privacy
    ■ Closed - Most sensitive data - used for meta tagging, cataloging, and sharing of data but not actually visible by analysts or public (SSN, Credit Card, etc.)
    ■ Shared - Not visible to the public but open to other agencies
    ■ OPEN - Available to the general public
Public Administration

- Challenges
  - Data Security
    - Enterprise IT, Tiered Data Structure
  - Data Ownership
    - Data Governance Council
  - Culture
    - OPEN Data Act
  - Responsibility/Blame
    - Trust and Communication, Single Sign On
  - Funding
    - OPEN Data Act
  - Technical difficulty
    - Data cataloging
    - Dedicated funding
Other States

- Illinois
- Pennsylvania
- Indiana
- Michigan
- New York
- .... Federal Government
Summary of Benefits

● Three E’s
  ○ Evidence Based
    ■ Opportunity Zones
    ■ XBRL
  ○ Effective
    ■ Foster Children
    ■ Benefits Management
  ○ Efficient
    ■ Eliminate Redundancy
“Creating an enterprise system is often less about trying to corral dozens of disparate agencies into using a single platform and more about creating systems of systems built around data exchanges and with a common understanding of how that shared data is defined”

- Bill Eggers, *Delivering on Digital*