
PKV Project Summaries

Florida Department of Agriculture & Consumer Services

Division of Administration

e-Commerce Suitability Assessment and e-Gov Implementation (2002- Current):

THE DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES (FDACS) SOUGHT GUIDANCE TO QUICKLY, COST-EFFECTIVELY, AND SUCCESSFULLY IMPLEMENT A ONE-STOP, WEB-BASED "STORE FRONT APPLICATION PROCESS" FOR ITS MANY PERMITS, LICENSES, REGISTRATIONS, AND SIMILAR "PERMISSIONS". The Department's first step was to examine its permissions to determine which ones would be the best candidates for web-based processing. PKV Management Consulting, Inc. (PKV) was contracted to conduct an e-commerce suitability assessment. Thirty permissions from nine Divisions scored moderately to highly suitable for web-based processing. Each permission varied in its level of urgency, potential benefit, its Division's readiness to implement, and the expected cost to develop. A two-year (fiscal) implementation plan is underway calling for four phases of e-commerce implementation with a first set of permissions going online in August 2003, the second set expected in February 2004, the third set in July 2004 and the fourth set in August 2004. The implementation plan runs parallel with building the electronic payment infrastructure.

Florida Department of Health

Office of Communications and Program Marketing

Communication Strategy Plan for the Smallpox Vaccination Program (2002- 2003):

THE DEPARTMENT OF HEALTH SOUGHT GUIDANCE ON WRITING A COMMUNICATIONS STRATEGY PLAN FOR THE DEPARTMENT'S SMALLPOX VACCINATION PROGRAM. The plan will be used as a component of the Department's comprehensive smallpox vaccination plan that is submitted to the Centers for Disease Control and Prevention (CDC). PKV consulted with other partners for expertise in other professional disciplines to successfully address all of the communication needs of the Department as they related to this program. A second project was undertaken to support the risk communications planning for the second stage of the Operation Vaccinate Florida program.

South Florida Water Management District

Water Resources Management

OSPREY Application Enhancement and Maintenance Services (2002- Current):

THE SOUTH FLORIDA WATER MANAGEMENT DISTRICT HAS HIRED PKV TO PROVIDE APPLICATION PROGRAMMING, TESTING AND DOCUMENTATION SERVICES. These services will result in specified enhancements to the SFWMD OSPREY application, a web based application that allows district customers to apply online for water Consumptive Use Permits. In addition, SFWMD has retained PKV to provide OSPREY application maintenance for a 12 month period. PKV will perform edits and additions to application flow, screen layout, data capture and application functionality as well as any other application modifications as requested by the District's designee.

Florida State Technology Office

MyFL/OSPREY: Enterprise Permitting Initiative (2001-2002)

FLORIDA'S ONLINE SUBMISSIONS FOR PERMITTING, REGISTRATION, CERTIFICATION AND LICENSING ARE POISED FOR A BIG STEP FORWARD. MyFL/OSPREY will increase customer service for the public and improve productivity for public agencies at state, local and regional levels. MyFL/OSPREY will strengthen Florida's economic development efforts by leveraging information technology to cut red tape while putting the expertise of the State's most knowledgeable public servants online for the public.

Going well beyond the typical "electronic filing cabinet" of application forms and written instructions for printing, filling in, and sending in the forms, MyFL/OSPREY guides the applicant through the regulatory maze by asking only the questions necessary for the proposed activity. The customer focuses on what she wants to do rather than having to understand how the regulatory programs are arranged and how the agencies are structured. The agencies, in turn, electronically receive more complete and reliable information that can be directed to the person best able to handle the request with minimal delay. With minimal disruption MyFL/OSPREY integrates with the information systems and work processes currently in use by public agencies. It won't matter to the user where they enter the system as they will have access to all its capabilities (among participating agencies) regardless of the point of entry.

The MyFL/OSPREY project has transformed a departmental system originally designed for environmental regulation to an enterprise solution capable of seamlessly supporting state, local, and regional agencies. Beyond convenience, MyFL/OSPREY is an enterprise-level portal for applicants and potential applicants to access up-to-date information and receive expert guidance about what is required (if anything) regardless of the location or jurisdiction where the activity is proposed. MyFL/OSPREY extends well beyond the capabilities of any other system known to be in use. MyFL/OSPREY will grow

over the next few years into a full enterprise solution encompassing all levels of government in Florida.

Florida Department of Environmental Protection

Office of General Counsel

Formal Enforcement Document System (FEDS) (1999-2001)

IN FEBRUARY 2000, PKV PROVIDED AN ANALYSIS OF THE NEEDS AND OPPORTUNITIES FOR THE OFFICE OF GENERAL COUNSEL TO TAKE ADVANTAGE OF INFORMATION TECHNOLOGY TO STRENGTHEN THE DEPARTMENT'S ENVIRONMENTAL CIVIL ENFORCEMENT PROGRAM. A report and demonstration system workshop helped convey the potential value an electronic document management system could provide in support of performance-based permitting and associated reasonable assurance requirements. The FEDS (Formal Enforcement Document System) system will 1) improve the management of OGC's enforcement case documentation, 2) improve District office access to case information for litigated cases, 3) improve status tracking and event scheduling communication between OGC and the district offices for litigated cases, as well as 4) support the proposed performance-based permitting initiative. PKV assessed the required functionality for the system, prepared detailed system specifications, will coordinate vendor selection and provide oversight for system implementation.

Florida Institute of Phosphate Research

MiLo Knowledge System (1999 - current):

THIS PROJECT CAPTURES "AT RISK" KNOWLEDGE REGARDING THE PHOSPHATE INDUSTRY AND PRESENTS IT IN A MULTIMEDIA KNOWLEDGE BASE SYSTEM CALLED ***MiLo***. Mike Lloyd, Research Director for Chemical Processing at FIPR, is the domain expert for the knowledge system and guides the work of the research team. Principal Investigators are Woody Price and Julian Hilton. The initial research project produced a pilot knowledge system demonstrating the feasibility of capturing, organizing and effectively presenting Mike's considerable expertise for use by FIPR staff. The second project produced a prototype knowledge system demonstrating the ability to extend the system to include supplemental expertise from other experts and deepen the cybernetic model for organizing and presenting the knowledge base content. The project is consolidating the developments already underway while starting to broaden the community of expert contributors and community of users. In addition, the research team has begun examining additional functions, such as computer mapping, for possible inclusion in ***MiLo***.

Florida Department of Environmental Protection

Bureau of Information Systems

OSPREY (One Stop Permit Registry) (1997-2001):

DEP WAS RECEIVING MANY COMPLAINTS FROM POTENTIAL PERMIT APPLICANTS WHO WERE DISSATISFIED WITH THE LEVEL OF SERVICE AND INFORMATION THEY RECEIVED FROM DEP. We were hired to conduct a survey of users who had contacted DEP for permitting information. Based on these results, we developed a web-based knowledge system that provides detailed permitting information customized according to user input. Subsequently, PKV added an e-commerce function to the system allowing users to complete and submit permit applications online and pay application fees with their credit cards. The State Technology Office has designated OSPREY as the enterprise solution for all state permitting online.

Division of Law Enforcement

Information Systems Design & Development (2000-2001)

SEEKING IMPROVED COMMUNICATION, CUSTOMER SERVICE, PRODUCTIVITY AND DATA RELIABILITY THE DIVISION UNDERTOOK A COMPREHENSIVE INFORMATION SYSTEM ANALYSIS AND DESIGN PROJECT. The project was designed to further enhance the Division's efforts to manage by results. PKV facilitated agreement as to the goals or desired results (outcomes) of its programs and the measures to be used to assess accomplishment of the outcomes. The project provided documentation for the procurement of information systems compatible with DLE programs and procedures. The documentation will help ensure the systems can meet DLE's performance measurement requirements while providing for a unified database to support management of the Division. The project provided for the needs of the Division to collaborate with other organizational units and agencies. Further, the project considered the opportunities for support to the Division potentially available from other organizational units, such as the Department's Bureau of Information Services (BIS).

Management Information and Performance Measurement System (1999):

TO ACCOMMODATE THE DIVISION'S NEED FOR EXPERTISE AND COORDINATION, PKV DEVELOPED A MANAGEMENT INFORMATION AND PERFORMANCE MEASUREMENT SYSTEM AND PROVIDED ASSISTANCE WITH STATE STRATEGIC PLANNING AND PERFORMANCE-BASED BUDGETING REQUIREMENTS. Prepared models of Outcome (Desired Results), Outputs (Products/Services) and Key Processes to depict relationships and measurement tiers needed to monitor performance. Prepared database of measures in format conducive to management assessment of the success of its operations in accomplishing desired Outcomes. Assisted with preparation of written measurement documentation relating Data Collection Methodology, Reporting and Verification Systems and recommendations for data collection and reporting improvements.

Transition Management Plan (1999):

THE 1999 LEGISLATURE CREATED THE FLORIDA FISH AND WILDLIFE COMMISSION, SIMULTANEOUSLY TRANSFERRING THE FLORIDA MARINE PATROL FROM THE DEP DIVISION OF LAW ENFORCEMENT TO THE NEWLY CREATED COMMISSION. The Division of Law Enforcement desired assistance in addressing issues related to this transfer and in development of an information technology plan for its remaining functions designed to combat environmental crime. PKV's assistance included development of a report describing issues affecting environmental law enforcement in Florida and a comprehensive checklist of items to be considered by the Transition team.

Hazardous Waste Regulation Section

Document Management System: Analysis, Design, & Implementation (1999)

THIS PROJECT INCLUDES DESIGN, SPECIFICATION, AND IMPLEMENTATION SUPPORT SERVICES FOR ELECTRONIC MANAGEMENT OF HAZARDOUS WASTE REGULATION DOCUMENTS. Document sets included in the project include compliance/enforcement, notification, and permitting.

Santa Clara County, Ca, Office of the County Executive

Office of Budget Analysis

Guidance in County Strategic Performance-Based Budgeting (2000-2002):

THE COUNTY OF SANTA CLARA SOUGHT GUIDANCE IN DEVELOPING AND IMPLEMENTING A COMPREHENSIVE STRATEGIC PERFORMANCE-BASED BUDGETING SYSTEM. Santa Clara is one of the largest counties in California and the host for Silicon Valley. At the request of the County's Board of Supervisors, under the oversight of the Finance & Government Operations Committee, the County's Administration had been working to develop and implement performance-based budgeting for Santa Clara County. Initial pilot efforts were presented in the County of Santa Clara Executive's FY 2001 Recommended Budget. Later, the County Executive's Office of Budget and Analysis engaged PKV to assist their performance-based budgeting development and implementation efforts.

PKV conducted a readiness assessment and prepared an action plan for performance-based budgeting. The current consulting work includes PKV in an aggressive program developing the County's performance-based budgeting system. The County of Santa Clara is applying the PKV model for performance-based budgeting relying on the model's intrinsic comprehensive strategic framework and adaptive methodology. PKV is providing a combination of training, direct consulting, and coaching while emphasizing the development of an effective management infrastructure to support performance-based budgeting, including system management procedures, knowledge systems, and information management tools. PKV is working with the County to build capacity and expertise within their organization to assume direct responsibility for the conduct of the performance-based budgeting system. The 2002 work included building performance management models for the Information Services Department. Although this Department had done extensive work preparing Service Level Agreements and Key Result Areas, the

PKV model assisted in recognizing strategic and program results that were needed for budget and management oversight.

Florida Department of Management Services

Division of State Group Insurance
Agency Strategic Plan Development (1999)

THE DSGI DESIRED GUIDANCE IN THEIR STRATEGIC PLANNING PROCESS TO HELP ENSURE SUCCESS IN ITS DEVELOPMENT AND IMPLEMENTATION. Specifically, our consulting services were designed to result in the recognition and communication of the Director's vision, utilization of sound methodology and practices throughout the process; identification of key performance measures; identification and provision of informal training needs; effective verbal and written communication; development of a time-oriented, implementation plan for the strategic planning process; facilitation of the Division's identification and compilation of its strengths, weaknesses, opportunities, and threats; development of a model depicting the policy and program level outcomes of the Division and the products and services it produces to accomplish these outcomes; and, development of strategies to address the Division's strengths, weaknesses, opportunities, and threats and the trends and conditions of its environment. The interviewing technique and technology employed was extremely efficient in extracting a large amount of information from Division management with minimal time investment on their part, and synthesizing and organizing the information for communication and validation purposes.