

**COMMITTEE MEETING EXPANDED AGENDA**

**SELECT COMMITTEE ON PANDEMIC PREPAREDNESS  
AND RESPONSE**

**Senator Burgess, Chair  
Senator Bracy, Vice Chair**

**MEETING DATE:** Monday, March 8, 2021  
**TIME:** 3:30—6:00 p.m.  
**PLACE:** *Pat Thomas Committee Room, 412 Knott Building*

**MEMBERS:** Senator Burgess, Chair; Senator Bracy, Vice Chair; Senators Ausley, Book, Bradley, Brandes, Brodeur, Harrell, Perry, and Pizzo

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TAB	BILL NO. and INTRODUCER	BILL DESCRIPTION and SENATE COMMITTEE ACTIONS	COMMITTEE ACTION
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PUBLIC TESTIMONY WILL BE RECEIVED FROM ROOM A3 AT THE DONALD L. TUCKER CIVIC CENTER, 505 W PENSACOLA STREET, TALLAHASSEE, FL 32301

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1	Presentation by Deloitte Consulting		Presented
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Other Related Meeting Documents

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**Presentation of John Hugill  
Principal, Deloitte Consulting LLP  
Florida Select Committee on Pandemic Preparedness and Response  
March 8, 2021**

Thank you, Chairman Burgess, for the opportunity to address the Committee.

My name is John Hugill. I am a resident of Tallahassee, a Principal with Deloitte Consulting, and a member of the team that worked on the CONNECT project from March 2011 until May 2015 when our contract ended. I'm joined by my colleague, Scott Malm, also a Principal with Deloitte Consulting. Scott has extensive experience implementing unemployment systems throughout the United States and can offer a national perspective.

We are here today representing Deloitte, including our 4,000 colleagues who live, work and raise their families in Florida. We care deeply about the people of this state and take seriously our commitment to the constituents you represent.

Deloitte has been serving Florida clients for 75 years. During this time, we have worked with numerous state agencies and higher education clients. We have teamed with the Department of Revenue to modernize the child support and tax systems, and with the Department of Management Services to maintain and operate the Florida Retirement System. Those of us who support state government clients know that our work impacts the lives of our neighbors, friends and family members – often when they are at their most vulnerable. For the past 14 years, we have worked with the Department of Children and Families to maintain and enhance the system that provides food, cash and medical assistance benefits. We have helped DCF operate these programs, without interruption, through several hurricane seasons and the COVID-19 pandemic.

We are proud of this long-term relationship and appreciate the opportunity to provide some essential context about another Florida project which is the subject of today's hearing.

First and foremost, I want to express how very sympathetic we are to the challenges some people have had trying to access Reemployment Assistance, particularly at the outset of the pandemic.

At the same time, it is important to understand that these challenges are unrelated to our work on CONNECT, which began 10 years ago and ended in May 2015.

CONNECT was designed to comply with Florida's specific rules, requirements and policies, many of which were new and coincided with the launch of this complex system in October 2013.

As has been well documented, there were technical and business process issues before and after the system went live. We accepted responsibility for the issues that were within our control and worked with the Department of Economic Opportunity to resolve them.

Within three months of CONNECT'S launch, data confirmed that the system was available for both claimants and workers nearly 100% of the time.

By March 2014, DEO's Executive Director told a Senate committee, *"We have resolved the delays caused by CONNECT's launch and even worked through the caseload carried in the old system. We have turned the corner and claimant service in the RA unit is now better than performance under the old system."*

For the next 14 months, Deloitte collaborated with DEO to further enhance CONNECT's performance, while providing critical warranty, maintenance and support services.

Our work helped to improve the timeliness and accuracy of payments; streamline the claims process; and strengthen the state's ability to prevent, detect and investigate fraud.

When Deloitte's contract with DEO ended in May 2015, we successfully transitioned CONNECT to the State, which assumed responsibility for the system's ongoing maintenance and operations. At this time, CONNECT was processing claims more efficiently and accurately than ever before.

As you know, all IT systems require constant upkeep. Deloitte has no knowledge of how CONNECT's technology has been modified, upgraded or maintained since we have not worked on the system since 2015.

We do know that, during the development process, CONNECT was performance-tested and stress-tested to handle both hurricanes and financial crises, using volumes from the Great Recession as the benchmark.

Obviously, this standard was obliterated by the immediate and drastic spike in demand that DEO experienced when the U.S. economy shut down in 2020.

As Director Eagle told you last week, DEO received one million *more* unemployment claims last year than in the previous eight years *combined*. In one eight-week period, the number of claims increased more than 10,000%.

Systems across the country were unable to withstand an influx of this magnitude – let alone at the same time states were implementing numerous policy changes and brand new federal programs for workers previously ineligible for benefits. CONNECT's performance in the wake of this historic crisis is clearly unrelated to development choices made some 10 years ago.

Since last March, Deloitte has worked with several other states to implement critical CARES Act programs and scale their unemployment systems to respond to the unprecedented demand for benefits.

The technology systems we developed, and continue to maintain, have supported the payment of more than \$160 billion in benefits to millions of unemployed workers and their families throughout the United States.

I know this is of no comfort to someone waiting for their own check, but it does provide some perspective on our work.

The complexity of government programs, and the technology that sustains them, make it inevitable there will be challenges. But Deloitte has shown, time and again, that we are an organization that not only stands behind our work, we step up.

Throughout the CONNECT project, we demonstrated our good faith and commitment to our clients and the people of Florida. We held ourselves accountable, met our obligations, and left only when the job was done – and the state assumed responsibility for the system's ongoing maintenance.

In closing, I want to thank you again for the opportunity to be with you today. Scott and I look forward to answering your questions to the best of our ability.

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**Deloitte.**



Florida Select Committee on Pandemic Preparedness and Response  
Deloitte Consulting LLP – March 8, 2021



**MAKING AN  
IMPACT THAT  
MATTERS**  
*since 1845*

# Deloitte's Impact on the State of Florida



**75 Years**

of **servicing clients** in the State of Florida



**4,000+**

**Deloitte professionals** living here



**70+**

Local **non-profit boards** and committees



**100s**

of professionals recruited annually from **Florida universities**



**95%**

of Fortune 500 companies in Florida are **Deloitte clients**



**7 Offices**

Tallahassee, Panama City, Lake Mary, Jacksonville, Tampa, Boca Raton and Miami

# Deloitte Work in Florida - Two Project Spotlights

## Department of Revenue

### *Innovation helped collect \$1 billion/year*

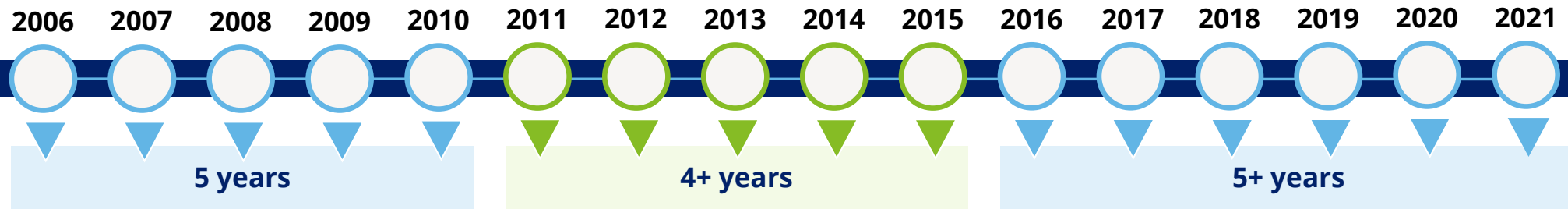
- Deloitte helped upgrade Florida's child support enforcement system to improve the delivery of services and increase collections for one million children.
- ***Recently recognized as one of Florida's most successful IT projects***

## Department of Children & Families

### *Improving ACCESS*

- For the past 14 years, Deloitte has worked with DCF to maintain and enhance the system that provides food, cash and medical assistance benefits.
- During this time, we have helped DCF operate these programs - without interruption - through several hurricanes and the COVID-19 pandemic.

# High-Level Timeline of Florida's 15-year UC Modernization Project



- **Legacy UC** system analyzed; new requirements developed

**Deloitte** works on CONNECT

**DEO** maintains and operates CONNECT

- **Legislature** approves and funds CONNECT project

# Detailed Timeline of CONNECT Project Before Deloitte's Hiring

2006

2007

2008

2009

## Gartner conducts UC system analysis

- The Gartner Group conducts a "Software Aging Analysis" that finds: ***"The UC system is a mission critical system nearing end-of-life, which struggles to support real-time decision making and efficient business process operations."***

## Unemployment claims increase

- The number of Unemployment Compensation claims filed between 2006 and 2007 increases by **36%**.

## IBM documents risks of current system

- The dramatic **increase in claim volumes stresses Florida's UC system.**
- The Agency for Workforce Innovation (AWI) contracts with IBM to improve system performance.
- IBM documents a list of risks and concludes: ***"In total, these business, technical and organizational risks and concerns hamper AWI's ability to provide UC services as efficiently, as effectively, and as responsively as it otherwise would be."***
- **The Legislature approves Phase 1 of the UC modernization project;** it includes the development of a Schedule IV-B Feasibility Study.

## CONNECT is codified into law

- The Feasibility Study conducted by The North Highland Company notes, ***"the impact of a UC system failure would be catastrophic to the citizens of Florida who are dependent on the unemployment payments they receive to provide their most basic needs."***
- The Study concludes Florida's UC modernization project is an **"excellent investment"** and will likely take four years to deploy.
- AWI recommends the Legislature approve the UC modernization project and appropriate \$2M in FY2009-10 to begin Phase 2, which covers requirements definition and procurement support.
- Although Phase 2 has not yet begun, the Study estimates that Phase 3 - developing and deploying the new system - will take 30 months.
- Florida receives \$30M in new federal funding to upgrade the UC system and the Legislature approves an additional \$38M in federal administrative funds for this modernization project.
- **The Legislature codifies Project CONNECT into law.** It includes a completion date of June 2012 – **before 1,400 requirements have even been defined, a vendor selected, or design completed.**



# Detailed Timeline of Deloitte's Work on CONNECT

2010-2011

2012-2013

2013

2014

2015

## Deloitte wins competitive bid

- The Agency for Workforce Innovation (AWI) selects Deloitte from 8 other bidders following **a competitive procurement process**.
- Deloitte signs a contract for CONNECT with the new Department of Economic Opportunity (DEO). The contract is fixed price and planned on a fixed schedule, based on a set of **requirements defined by the State** in its 2010 RFP.

## Deloitte resolves Design Phase issues

- DEO believes the design artifacts in the code Deloitte transferred from another state's UI system do not match certain DEO requirements; additional development work is needed.
- Deloitte takes corrective action to resolve DEO's concerns
- DEO approves the final design **deliverable and provides approval for the Design Phase Gate**.
- DEO and Deloitte amend their contract to resolve issues regarding the Design Phase.
- **Deloitte updates development plan, per requirement changes, and performance-tests and stress-tests the system for hurricanes and financial crises volumes.**

## CONNECT launches

- The project's IV&V vendor reports that the **project team continues to satisfactorily address all issues and risks** noted by the IV&V Team.
- CONNECT launches on October 15
- Issues are identified and **Deloitte works with DEO to improve the system and provide critical warranty, maintenance and support services**.
- The contract is amended to modify acceptance criteria to address a list of issues designated high priority.
- By December, data from CONNECT show that the **system is available 99.9% of the time - 32.5% above the target levels** expected within the first 60 days of go-live.

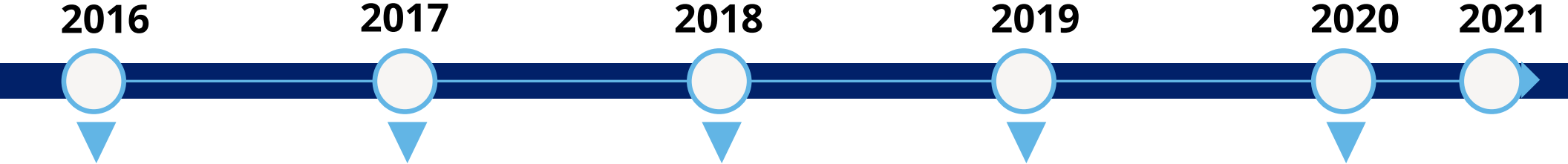
## Deloitte fixes known high-impact issues

- Deloitte collaborates with DEO to address technical issues, improve the system and deliver requested changes and enhancements.
- **DEO accepts the CONNECT system, acknowledging Deloitte has fixed all known high-impact issues and met DEO's criteria for approval** of the Implementation Phase Gate.
- In March, DEO's Executive Director reports: *"We have resolved the delays caused by CONNECT's launch and even worked through the caseload carried in the old system. We have turned the corner and claimant service in the RA unit is now better than performance under the old system."*
- In June, the parties execute an **extension of Deloitte's contract** for warranty and M&O services.

## Deloitte transitions CONNECT to DEO

- In May, Deloitte completes its work on CONNECT.
- **All contractual obligations are met, all warranty items are closed, and Deloitte successfully transitions the system to DEO**, which assumes responsibility for CONNECT's ongoing maintenance and support.

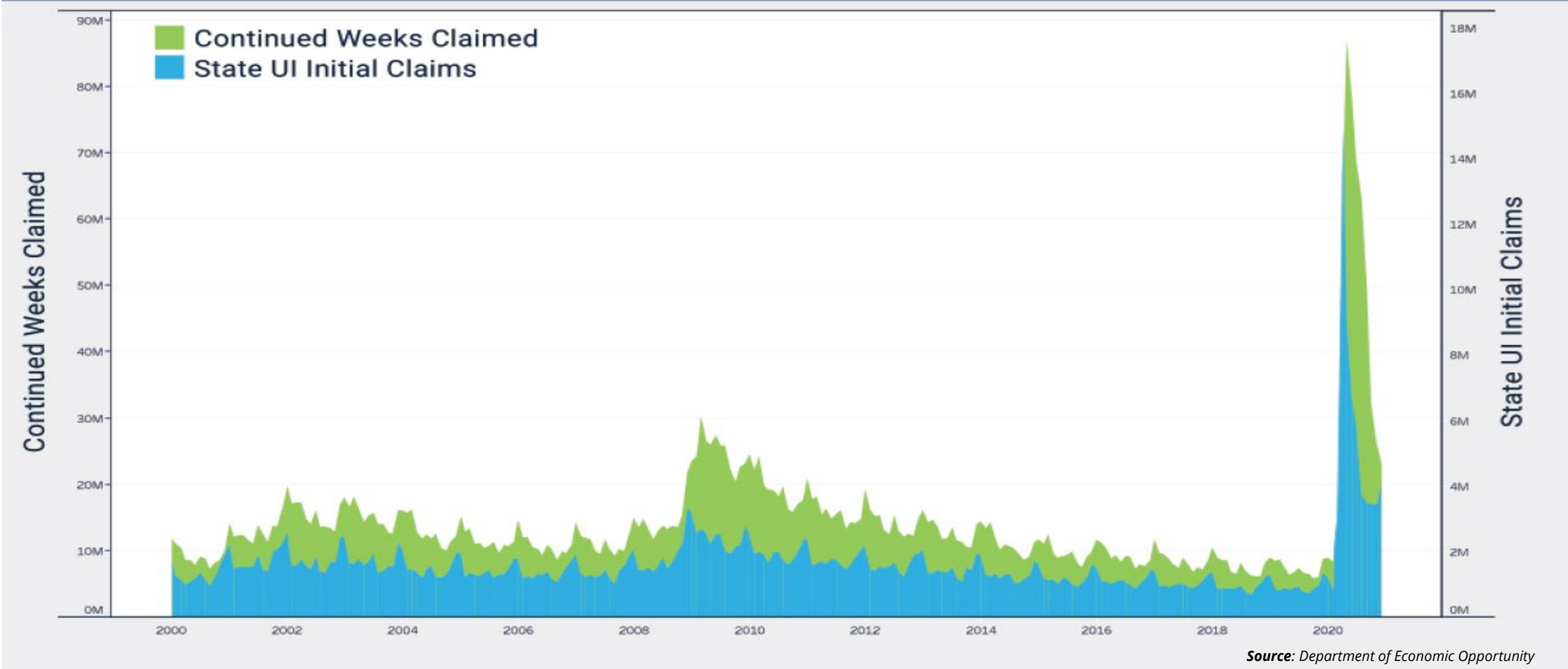
# DEO Assumes Responsibility for CONNECT System



**DEO maintains and operates CONNECT**

# Florida's Drastic Spike in Unemployment Claims

**REGULAR STATE UI BENEFITS INITIAL AND CONTINUED CLAIMS**  
JANUARY 2000 – DECEMBER 2020



# Deloitte Helped States meet the Historic Demand for UI/PUA Benefits

## 2020-21 STATE / FEDERAL UI BENEFITS

- ✓ **\$160B** in UI / PUA **benefits issued**
- ✓ **6M+** unemployed workers served
- ✓ **\$30B+** in **fraud prevented**
- ✓ **\$4B+** in **fraud detected**

## DELOITTE'S PANDEMIC UNEMPLOYMENT WORK

- ✓ Implemented CARES Act programs with **first-ever federal benefits** for self-employed workers
- ✓ Used **data analytics** to help identify and prevent fraudulent payments
- ✓ Strengthened **cyber security** protections
- ✓ Stood up **Contact Centers** to handle spike in call volumes
- ✓ **Enhanced state operations** to support workers and better serve claimants

## SYSTEM AND OPERATIONAL STABILITY

Deloitte worked with several states to implement critical CARES Act programs, scale their unemployment systems, accelerate data entry and claims processing, and clear a backlog of claims to respond to the unprecedented demand for benefits brought on by the COVID-19 pandemic.

# Deloitte Stands Behind Its Work

Throughout the CONNECT project, Deloitte



Demonstrated our good faith and **commitment** to our clients and the people of Florida



Held ourselves **accountable**



**Met** project obligations



Left **only** when the job was done

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THE FLORIDA SENATE

APPEARANCE RECORD

March 8, 2021

Meeting Date

Bill Number (if applicable)

Topic Implementation of FL CONNECT

Amendment Barcode (if applicable)

Name John Hugill

Job Title Principal

Address 215 S. Monroe St., Suite 1000

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32301

Email jhugill@deloitte.com

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Deloitte Consulting LLP

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

This form is part of the public record for this meeting.

S-001 (10/14/14)

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THE FLORIDA SENATE

APPEARANCE RECORD

3/8/2021

Meeting Date

Bill Number (if applicable)

Topic Implementation of FL CONNECT

Amendment Barcode (if applicable)

Name Scott Malm

Job Title Principal

Address 50 S. 6th St, Ste. 2800

Phone +1.612.397.4429

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Minneapolis

MN

55402

Email smalm@deloitte.com

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Deloitte Consulting, LLP

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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S-001 (10/14/14)

THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

March 8<sup>th</sup> 2021

Meeting Date

Bill Number (if applicable)

Topic Presentation

Amendment Barcode (if applicable)

Name David Bender

Job Title Retired No Body Stationary Bus: Orange  
Retired Candidate

Address 66 Wintergreen Dr

Phone 352 605 6597

Street

City

State

Zip

Email

wintergreen Dunthorpe FL 34731 golferdave1953@gmail.com

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Self

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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# CourtSmart Tag Report

Room: KB 412

Case No.: -

Type:

Caption: Senate Select Committee on Pandemic Preparedness and Response Judge:

Started: 3/8/2021 3:31:47 PM

Ends: 3/8/2021 5:34:51 PM Length: 02:03:05

3:31:46 PM Sen. Burgess (Chair)  
3:33:09 PM TAB - 1 Presentation by Deloitte Consulting  
3:35:16 PM John Hugill, Principal, Deloitte Consulting  
3:44:12 PM Sen. Burgess  
3:44:54 PM Sen. Brandes  
3:45:32 PM J. Hugill  
3:45:44 PM Sen. Brandes  
3:46:02 PM Scott Malm, Principal, Deloitte Consulting  
3:47:14 PM Sen. Brandes  
3:47:33 PM S. Malm  
3:47:43 PM Sen. Brandes  
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<b>5:27:28 PM</b>	Sen. Pizzo
<b>5:27:33 PM</b>	S. Malm
<b>5:27:40 PM</b>	Sen. Pizzo
<b>5:28:43 PM</b>	J. Hugill
<b>5:29:06 PM</b>	Sen. Pizzo
<b>5:29:23 PM</b>	J. Hugill
<b>5:29:41 PM</b>	Sen. Pizzo
<b>5:29:47 PM</b>	J. Hugill
<b>5:29:51 PM</b>	Sen. Pizzo
<b>5:30:02 PM</b>	S. Malm
<b>5:30:03 PM</b>	Sen. Pizzo
<b>5:30:21 PM</b>	S. Malm
<b>5:30:34 PM</b>	Sen. Pizzo
<b>5:30:36 PM</b>	S. Malm
<b>5:30:38 PM</b>	Sen. Pizzo
<b>5:30:43 PM</b>	S. Malm
<b>5:30:49 PM</b>	Sen. Pizzo
<b>5:32:00 PM</b>	J. Hugill
<b>5:32:08 PM</b>	Sen. Pizzo
<b>5:32:11 PM</b>	J. Hugill
<b>5:32:22 PM</b>	Sen. Pizzo
<b>5:32:28 PM</b>	Sen. Burgess
<b>5:32:29 PM</b>	J. Hugill
<b>5:33:05 PM</b>	David Serdar, Retired Citizen
<b>5:33:58 PM</b>	Sen. Burgess