Government Efficiency and Accountability Review (GEAR)

GEAR15 Board Meeting

July 16th 2019

https://gear.delaware.gov/
Agenda

1. Introductions
2. Old Business
   • Review/approve minutes
   • 2019 Schedule
   • GEAR team update
3. New business
4. Deep Dives
   • DHR
   • DTI
5. Special Report: DNREC Update
6. Open Topics discussion -- Board
7. Public Comment
8. Adjourn
Old Business

Review/Approve Minutes from Prior Board meeting

Sent to Board for review June 6th, 2019
New Business

2019 GEAR Board Schedule

Wednesday, January 17, 2019
9:00am to 11:00am
Haslet Armory, Conference Room 219

Tuesday, July 16, 2019
9:00am to 11:00am
Buena Vista, Buck Library

Tuesday, March 19, 2019
9:00am to 11:00am
Buena Vista, Buck Library

Wednesday, September 18, 2019
10:00am to 12:00pm
Haslet Armory, Conference Room 219

Wednesday, May 16, 2019
8:00am to 10:00am
Haslet Armory, Conference Room 219

Tuesday, November 19, 2019
8:00am to 10:00am
Buena Vista, Buck Library
New Business

2019 Deep Dive Schedule

Wednesday, January 17, 2019
Information Technology
GEAR

Tuesday, July 16, 2019
Information Technology
Human Resources

Tuesday, March 19, 2019
Education
Financial Services

Wednesday, May 16, 2019
DHSS & Healthcare
Criminal Justice

Tuesday, September 18, 2019
Financial Services, Education
P3 – Public/Private Partnerships

Tuesday, November 19, 2019
DHSS & Healthcare
Criminal Justice
New Business

GEAR Team Update

• **EdGEAR** met June 7th
  – Scheduled to meet monthly following Business Mgrs meeting

• **Government Accountability Act** (HB 133) passed by House. On Senate Ready List.

• **Financial Services team** meeting

• **Energize Delaware** (formerly DE Sustainable Energy Utility) discussions

• $150,000 appropriated to restart the **First State Quality Improvement Fund** (HB 225, p.16, Line 28)

• $25,000 appropriated as State match for the **GEAR Public-Private (P3) Innovation and Efficiency Award** (HB 225, p. 16, Line 27 and §104). Looking to match with private sector contributions.

• **Shared IT Service Model** legislation (SB 153) passed General Assembly.
GEAR Third Annual Report

• Third annual GEAR report will be published in November
• Contains our continuous improvement recommendations for the Governor
• Emphasis is on quantifiable outcomes

2019 Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
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<tbody>
<tr>
<td>Sept-Oct</td>
<td>Meet with agencies to review content contributions</td>
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<tr>
<td>Nov 7th</td>
<td>Draft completed, Board reviews</td>
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<tr>
<td>Nov 14th</td>
<td>GEAR Board review/approval</td>
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<tr>
<td>Nov 19th</td>
<td>Final comments due from Board</td>
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<tr>
<td>Nov-21st</td>
<td>Final version mailed to Board</td>
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<tr>
<td>Dec 1st</td>
<td>Report posted on GEAR website</td>
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New Business

Process Modeling and Optimization

- GEAR implementing a standard for business process mapping
- Critical to helping understand the operations of an agency, department, or program
- Document current state, model process and resource optimizations
- Develop operation metrics to track improvements
- Engage organization to help make improvements
- Standard format and tool (ARIS) useable statewide
- Archived in the cloud therefore never lost
Deep Dive

Human Resources
Overview

- Centralization of Human Resources
- Affordable Health Care
- Insurance Coverage Risk
- Challenges
Centralized human resources functions to the DHR including budgetary, operational and regulatory changes necessary for implementation by June 30, 2019.
16 Signed Service Level Agreements
Transform Delivery of Services to reflect GEAR principles
HR CORE COMPETENCIES

- Talent Acquisition and Diversity & Inclusion
- Performance Management
- Employee Development
- Employee & Labor Relations
- Workforce & Succession Planning
- Health Care & Insurance Coverage
PEOPLE ✤ TECHNOLOGY ✤ CUSTOMER SERVICE

- LEAN Culture
- Efficient
- Responsive
ACCOMPLISHMENTS

- Centralization: 16 Service Level Agreements/256 Positions
- Strategy for Hard-to-Fill Jobs
- Talent Acquisition and Retention Pilot Program
- GEAR-P3 Innovation & Efficiency Award
- First State Quality Improvement Program
ACCOMPLISHMENTS

Technology:

- Onboarding Strategy and RFI
- Functional Requirements for E-files
Affordable Health Care

- Health Care Spending and Quality Benchmark
- Innovative Benefit Design
- Technology & Data with People-focused Programs
- Educated, Engaged and Measured Delivery of the Health Care Message
ACCOMPLISHMENTS

- Open Enrollment: Increased Engagement to 84.7%, a 30% Increase
- Direct Contracting: Leveraged Health Care Database to Design and Model New Cutting-Edge Benefits
- Data Analytics: Used to Influence Behaviors, Resulting in Reduced Health Care Costs/Risks
Insurance Coverage Risk

- Reduce Workers’ Comp Lost Claim Days
- Educate/Monitor Cost
- Use Technology to Increase Education and Awareness
CHALLENGES

- Workplace Culture
- Technology
- Budget
DHR AGENCY PRESENTATION – Questions?
Deep Dive

Information Technology
IT Centralization Update
July 16, 2019 • CIO James Collins
Why Centralize?

- Deliver Digital Government Services
- Manage Risk
- Reduce Costs/Economies of Scale
- Greater Efficiency & Responsiveness
Providing Digital Government Services

DTI will work with each agency to prepare and guide staff through each phase of the transitional process and beyond.

PEOPLE
are at the core of anything Delaware is able to accomplish; they are, by far, the most important component of any centralization effort. Their involvement and attitude toward change greatly influence the success of ITC.

PROCESS
understanding of an agency’s lines of business, resource consumption, and workflows are key to successful transitions.

TECHNOLOGY
assets range from hardware to an agency’s data sets; assessments are the foundation to understanding an agency’s IT environment.
ITC Roadmap

2021 +
- Enterprise IT
  - Evaluate new technology
  - Refine ITC Model

2020 +
- Vendor Management
  - IT Governance Model Operational
  - Staff Migration Plan Completed
  - DTI Delivers or Brokers all IT Services
  - Digital Government Enhancements
  - Refine Data Center strategy
  - Refine Mainframe strategy

2019 Q3-Q4
- IT Governance Empowered
  - Engage IT Governance Representatives
  - Initiate Staff Migration Plan
  - Service Catalog Linked to Chargeback Model
  - Initiate Standardized Service Level Agreements
  - Initiate Standardized Statements of Work
  - Brokering Selected ITC Services
  - Agency Assessments
  - Establish Agency Review Priorities

2019 Q1-Q2
- Legislative Action
  - Desktop-as-a-Service Contract
  - Contract Review Continues
  - Update DTI Enabling Statute
  - Refine Chargeback Model
  - Refine IT Governance Model
  - Finalize Staff Migration Plan

2018 Q4
- Planning
  - Staff Planning
  - Contract Review
  - Desktop-as-a-Service
  - Chargeback Model
  - Governance Model
IT Centralization Progress

>90%

- DTI
- OGOV/Lt. Gov
- Agriculture
- CJC/SAC/Parole
- DNREC
- Fire Services
- DOS (-Libraries)
- DSHS (-DSP)
- Legislature
- Auditor
- Treasurer
- DelDOT
- DOF

>50%

- DSCYF
- Elections
- DHR
- OMB
- DOL
- DOC
- DHSS
- Insurance Comm.
- DELJIS
- DSHA
- Judicial
- Legal
- DNG
- Higher Education
- K12/Charter

* Core services may include network, email, hosting and mainframe.
Based on IT recommendations of the Government Efficiency and Accountability Review (GEAR) Board, **SB 153 modernizes DTI’s enabling statute** (Title 29 Ch 90C). It authorizes the establishment of a shared IT services model for Executive Branch state agencies. The model centralizes the following duties and related personnel under DTI:

- Cyber Security
- Technology End User Support
- Network Management
- Data Management
- Server Management
- IT Project Management
- IT Procurement Oversight and Fiscal Planning
- Software Application Development/Support
- IT Standards and Technology Governance
Recommended Next Steps

- Initiate agency review process
- Realign IT services staffing
- Establish/Reconstitute technology governance
- Institute Enterprise IT vendor management
• Assessments are the foundation to the understanding of an agency’s IT environment. They establish a baseline of the services and structure in play today (pre-ITC) and provide the basis for the fit and alignment of IT Centralization services in the future.

• DTI works with the CES/IRM to facilitate capturing the current technology landscape. This includes inventorying all IT equipment, applications, resources (both human and fiscal), and performing database data mapping.
• There are currently 800+ IT professionals (employees and contractors) throughout the State; DTI makes up 339 of those (employees and contractors). After IT centralization is complete, it is projected that DTI will be comprised of approximately 700+ employees to serve agencies across the State.

• DTI will be adding a Partner Services leadership position to develop comprehensive customer-centric strategies and oversee the Innovation and Customer Engagement team.

• Fully-staffed Security Operations Center

• New Vendor Management Team

• Network Teams (LAN/WAN)
<table>
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<tr>
<th>Objective</th>
<th>Status</th>
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<tbody>
<tr>
<td>Update Enabling Legislation</td>
<td>Complete; passed 6/30</td>
</tr>
<tr>
<td>Vendor Management</td>
<td>In process</td>
</tr>
<tr>
<td>IT Policy &amp; Governance</td>
<td>In process; Technology Investment Council updated</td>
</tr>
<tr>
<td>Shared Services</td>
<td>In process</td>
</tr>
<tr>
<td>Desktop-As-A-Service</td>
<td>In process</td>
</tr>
<tr>
<td>IT Resources (The People)</td>
<td>In process</td>
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Up Next...

DTI is currently working with the Department of Human Resources and the Office of Management and Budget to assess the needs of those agencies and develop an action plan to move forward with centralization.
Deep Dive

Special Report: DNREC Update
Customer Experience Management (CEM) for Natural Resources and Environmental Control

Bob Zimmerman, Chief Operating Officer, DNREC

Colleen Gause, Dept of Technology & Information

Dr. Jonathan Wickert, Chief of Interpretation, DNREC
Division of Parks and Recreation
Problem Statement

- Organizations, departments and groups often plan customer interactions from their own perspectives, or silos, rather than from the customer’s perspective.

- Organizations are simply not wired to naturally think about the journeys their customers take. They are wired to maximize productivity and scale economies through functional units. They are wired for transactions, not journeys.
Gartner’s Definition for CEM

- The practice of designing and reacting to customer interactions to meet or exceed customer expectations and, thus, increase customer satisfaction, loyalty and advocacy.

- The concept of viewing and improving those interactions entirely from the customer’s perspective.

Note: Customer in this case can be widely interpreted to be customers, stakeholders, donors and other groups whose interactions can be mapped and whose experiences can then be planned, measured and managed.
Why Could This Be Important to DNREC?

- Revenue Growth
- Cost Reductions
- Increase Employee Satisfaction
- Simplify End to End Operations
- Increased Stewardship to Contribute to DNREC’s Mission
Digital DNREC

EPERMITTING, LICENSING & REGISTRATION
The customer journey

RFP Awarded 8/24/2018 to Vanguard Direct Inc
What We Heard

Permits
What's so hard about permitting?
Focus Areas

- Improved Customer Journey
  - Amazon Expectation
  - Engaging Customer Base

- Improved Administrative Efficiencies
  - Where’s the Value?

- Improved Environmental Outcomes
  - Data Driven Decisions
EPA Approximate ROI Metrics

In Delaware:

- A day of economic activity in the all construction sector in Delaware is worth $6.8 million in GDP.¹
- A day of economic activity at an average facility in the all construction sector in Delaware is worth $3,084 in GDP.¹

If Delaware reduces the processing time for permits by 12 days for 1,646 facilities seeking permits in the all construction sector:

- The benefits could be as high as $60.9 million in additional economic activity each year.

Assumptions:
- State: Delaware
- Industry/Sector: All construction
- # of Facilities Affected by Permit: 1,646
- % of Facilities in Industry Affected by Permit: 75%
- Current Permit Processing Time: 20 days
- New, Shorter Permit Processing Time: 8 days

In Delaware:

- One year of transactions/requests for firms and citizens considered in this analysis in Delaware takes 553,500 hours to complete.
- One year of transactions/requests for firms and citizens considered in this analysis in Delaware is worth $9,857,835 in total opportunity costs.²

If a process improvement project in Delaware allows the regulated community/public to reduce the time spent on information requests and/or transactions by 35%:

- The time savings could be as high as 193,725 hours with a value of $3,450,242 per year.

Assumptions:
- State: Delaware
- Time per interaction (hours): 67.50
- Wage Rate ($/hour): $17.81
- Current Number of Transactions Per Year: 8,200
- Percent Reduction in Number/Time: 35%
Customer Journey - Getting a Fishing License Today

Division of Fish & Wildlife

Recreational Licenses, Permits, Stamps & Conservation Access Passes

ADVISORY: All persons born after Jan. 1, 1967 must satisfactorily complete an approved Hunter Education Course before applying for a Delaware Hunting License. A completed Hunter Education Course from another state may be used to meet this requirement. Visit the Hunter Education Program to sign up for a course or visit Hunter Education Access to retrieve your Delaware Hunter Safety Number (HSN) using your last name, date of birth and last four digits of your Social Security Number. Please call 302-730-3630 ext. 1, Monday through Friday 8 a.m.-4:30 p.m. if you need assistance with obtaining your Delaware HSN. For another state’s HSN, please contact that state direct.

Purchase Licenses, Passes, Permits & Stamps Online

NOTE: Online license purchasers must have a printer available to be able to print out their license at time of purchase.

Conservation Access Pass Information

NOTE: Effective July 1, 2017, a Conservation Access Pass is required for all registered motor vehicles accessing Delaware’s State Wildlife Areas.

Purchase Licenses, Passes, Permits & Stamps In Person

Hunter/Trapper Online Registration System

Register a new
Get a HUN License
Get a HIP Number
Get a LEP (License-Exempt) Hunter Number
Get a Trap Identification Number
Conservation Order, non-game permit and reporting

Online FIN Registration
(Fishermen information Network)

Deer Damage Assistance Programs

Lost Your Recreational License, Pass, Permit or Stamp?
Beyond Better Forms

Customer

- Consumption limit recommendations for anglers
- Online/Mobile maps for hunters
- Surface water BMP’s

Business

- Object location & ID for general permits
- Scannable digital licenses/permits
- Data correlation thresholds
Creating Park Stewards Through an Improved Visitor Experience

Dr. Jonathan Wickert, Chief of Interpretation
The Opportunity

- 2015 Employee Engagement survey
  - Visitors not experiencing Division mission as desired by employees
  - Employees lack control over visitor experience decisions, especially at the site level
  - Employees feel valued as individuals but lack empowerment and inspiration
How can we utilize best practices in change management and strategic planning to improve employee engagement while simultaneously improving efficiency, prioritizing resource allocation, and enhancing the visitor experience?

...and increase revenue?
...and not make it feel like "one more thing" or "another initiative"?
...and not increase expenses?
...and do it with existing resources?
...and utilize data/metrics with "park people"?
...and have field staff drive the direction?
Strategic Planning: Getting to Our Core
Desired Visitor Experience
ONE PARK

Interpretation is meant to inspire and provoke. Delaware State Parks interpreters think and act collaboratively, as if one park, to create meaningful connections that inspire lifelong stewardship.

Vision Statement: Our programs forge enduring connections to Delaware’s natural, historic and cultural resources, inspiring respect, responsibility, and stewardship of those resources.

Mission Statement: We provide quality, inclusive, resource-based experiences that last a lifetime.

Visitor Experience
• Reach a minimum of 340,000 people annually through our park programs
• Maintain a 95% satisfaction rating (participant surveys)
• 90% indicate they will attend a future program
• 85% of public programs are free and establish a conscious connection to the park’s theme, essential experiences, or distinctive competencies
• Interpretive messages are included in marketing, waysides, and exhibits

Inclusivity
• Increase access for visitors with special needs through training, strategic partnerships, and infrastructure/equipment upgrades
• Engage under-represented visitor groups through community relevant programming

Lifelong Stewards
• Provide paid internships and work co-op opportunities to aspiring professionals
• Place a seasonal interpreter in a Delaware school district to support outreach, field trips, and literacy in the environmental and social sciences (by 2022)
• Through grants, scholarships, endowments, 100% of all park-based field trips for Delaware’s public school students are delivered at no cost (by 2025)
A Larger Visitor Experience Strategy

- Provide an overall direction for all visitor experiences that will inspire and empower all aspects of the park system
- Support field staff in setting Division priorities and empowering them to execute
- Break down silos across sections through the introduction of cross-functional teams
- Develop strategic statements to guide and clarify messaging

Resources:
Measure What Matters by John Doerr
Prosci Change Management Model
Chris Burkhard, CEO and Founder of the CBI Group
Jay Miller, former Chief of Interpretation of Arkansas State Parks
Themes and Essential Experiences

- **Theme Statement:** Why the park is unique or exists. Highlights the natural, historic, and cultural resources at the heart of the park.

- **Essential Experience:** The experience(s) visitors should have in order to best experience and be most directly connected emotionally to these resources.
Brandywine Creek State Park

Theme:
The rolling meadows, old growth forest, and freshwater marshes at Brandywine Creek State Park are reminiscent of an agricultural landscape and way of life in northern Delaware’s piedmont region.

Essential Experiences
- The stone wall and rolling hills at Hawk Watch Overlook provide a stunning backdrop for soaring birds, majestic sunsets, and man’s indelible impact on the natural world.
- Enter Tulip Tree Nature Preserve, Delaware’s first nature preserve, and hike among 200 year old Tulip Poplar giants, discover the “Hidden Pond” vernal pool, and listen to the babbling of Brandywine Creek.
Utilizing Metrics for Resource Allocation

- Priorities and Key Results (PKRs) for each park and management area
  - Developed tracking document and reporting mechanism

- Brandywine Creek State Park
  - **Priority:** Evaluate safety of BCSP day camp building
    - **Key Result 1:** Submit safety concerns to Section Manager with proposed solutions by January 1, 2019.
    - **Key Result 2:** Obtain approval for short and long term solutions by February 1, 2019.
    - **Key Result 3:** Redesign camp activities to operate from short term solution by March 1, 2019.
    - **Key Result 4:** Short term solution fully in place by May 1, 2019.
    - **Key Result 5:** Obtain approval for long term solution by January 1, 2020.
Early Success

Brandywine Creek State Park
Day Camp Building
Resource Allocation to Improve Efficiency

• Developed a visitor experience enhancement project list (in addition/support of PKRs)

• Engaged a “strike team” with ownership and accountability
  • Infrastructure & Planning
  • Marketing
  • Training
  • Visitor Touch Points
## Experience Enhancements

### Infrastructure & Planning
- Ensure appropriate level of amenities & accessibility
- Integrate and prioritize in planning process from project inception
- Identify locations on trail maps
- Minimum one wayside at each essential experience location

### Marketing
- Themed branding in retail, cottages, cabins, yurts. Interpretive resale
- Leverage Passport program to promote and cross-link visitor experiences
- Utilize public facing materials to increase exposure to, and awareness of, essential experiences
## Experience Enhancements

### Training
- All staff experience their park’s essential experience
- Central office staff participate in ALL essential experiences
- Regularly update Friends and other stakeholder groups
- Update training to effectively communicate themes and essential experiences to the public

### Visitor Touch Points
- Create and display professional quality materials in park bulletin boards that highlight individual park’s theme and essential experience(s)
- Increase public access to essential experiences through program offerings (reduce cost, improved alignment/focus)
Next Steps

- Implement
- Track and Measure Progress
- Celebrate Success
Thank you! Questions?

Dr. Jonathan Wickert
Jonathan.Wickert@Delaware.gov
302.739.9184
• Open Topics Discussion – Board

• Public Comment
Adjourn

GEAR
Government Efficiency & Accountability Review
Contact

Please direct any inquiries about the Delaware GEAR program to:

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Department of Finance

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Director of Management Efficiency
Office of Management and Budget
Budget Development and Planning