Agenda

1. Introductions
2. Old Business
   • Review/approve minutes
   • 2020 Schedule
3. New business
   • GEAR team update
4. Deep Dives
   • Information Technology
   • GEAR annual report summary
5. Open Topics discussion -- Board
6. Public Comment
7. Adjourn
Old Business

Review/Approve Minutes from Prior Board meeting

Sent to Board for review January 8th, 2019
## New Business

### 2020 GEAR Board Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday, January 15, 2020</td>
<td>10:00am to 12:00pm</td>
<td>Haslet Armory, Conference Room 219</td>
</tr>
<tr>
<td>Tuesday, March 17, 2020</td>
<td>9:00am to 11:00am</td>
<td>Buena Vista, Buck Library</td>
</tr>
<tr>
<td>Wednesday, May 20, 2020</td>
<td>8:00am to 10:00am</td>
<td>Haslet Armory, Conference Room 219</td>
</tr>
<tr>
<td>Wednesday, July 15, 2020</td>
<td>9:00am to 11:00am</td>
<td>Buena Vista, Buck Library</td>
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<tr>
<td>Wednesday, September 16, 2020</td>
<td>10:00am to 12:00pm</td>
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</table>

Calendar invitations have been sent to all Board members and Designees.
# New Business

## 2020 GEAR Board Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
</tr>
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<tbody>
<tr>
<td><strong>Wednesday, January 15, 2020</strong></td>
<td>Information Technology</td>
</tr>
<tr>
<td></td>
<td>GEAR</td>
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<tr>
<td><strong>Tuesday, March 17, 2020</strong></td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td>Criminal Justice</td>
</tr>
<tr>
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<td>Financial Services</td>
</tr>
<tr>
<td></td>
<td>DHSS &amp; Healthcare</td>
</tr>
<tr>
<td><strong>Wednesday, July 15, 2020</strong></td>
<td>Information Technology</td>
</tr>
<tr>
<td></td>
<td>Human Resources</td>
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<td>Education</td>
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<tr>
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<td>DHSS &amp; Healthcare</td>
</tr>
<tr>
<td></td>
<td>GEAR Annual Report</td>
</tr>
</tbody>
</table>

*Calendar invitations have been sent to all Board members and Designees*
New Business

• GEAR Team Update
  – 2019 Annual report published
    • Thank you to all contributors, editors, and designers on the team
  – GEAR P3 Innovation and Efficiency Award recognition event with Governor, Awardees and Business Community
  – GEAR Field Team starting

• EdGEAR on the move
  – Fourth meeting of K12, DOE, and GEAR
  – Target list of priority actions emerging

• DHR update
  – Centralization
  – First State Quality Improvement Fund (FSQIF)
  – GEAR P3 Award nominations
  – New: GEAR P3 Individual Innovator Award

• DNREC update

https://gear.delaware.gov/
New Business

• 44% of Cabinet Agencies participate in GEAR
• We will extend an invitation to all other Agencies in 2020
• Join the discussion – share what you’re doing to drive continuous improvement in your agency

Department of Finance
Office of Management and Budget
Department of Health and Social Services
Department of Human Resources
Department of Education
Department of Technology and Innovation
Department of Natural Resources and Environmental Control

Department of Agriculture
Department of Correction
Delaware State Housing Authority
Department of Labor
Delaware National Guard
Department of Safety and Homeland Security
Department of Services for Children, Youth and Their Families
Department of State
Department of Transportation
Deep Dive

Information Technology
Agenda

- Future of DTI
- Centralization Process/Playbook
- ITC Progress
- Sustainable Business Model
- Chargeback Overview
- Job Classification Modernization
- Agency Assessment Timeline
- Technology Investment Council
- Coming Up
What Does the Future DTI Look Like?

- 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)**
Deliver Digital Government Services

Manage Risk

Reduce Costs/Economies of Scale

Greater Efficiency & Responsiveness

Why Centralize?
IT Centralization Process

**Assess**
- **Agency Kick-off**
  - Introduction to day-to-day agency operations, and to the ITC process
- **Interviews**
  - Getting to know the people, roles, and functions within each agency
- **IT Data Gathering**
  - Inventory of technology infrastructure, applications, security, contracts, etc.

**Collaborate**
- **Agency Summary**
  - Summary of agency data, goals, projects, etc.
- **Enterprise Technology Summary**
  - Key technology information relevant to the enterprise organization
- **Strategy and Decisioning**
  - Collaborative review and partnership required to develop the enterprise model

**Integrate**
- **Transition**
  - Integration of technology, services, functions as applicable
- **On-boarding**
  - All DTI staff allocated to new DTI job classifications
- **Enterprise IT Model**
  - Implementation of target model, governance, chargeback
What is the ITC Playbook?
The Playbook is a 5-step process to centralize IT services and create a shared services environment.

1. Strategic Partnering
2. Assessment Process
3. Transition to Centralization (People Planning)
4. Summary Report
5. Partnership Documentation
ITC Roadmap

2021 +
DIGITAL GOVERNMENT ENHANCEMENT
- Evaluate new technology
- Enhance Citizen Services

2020 Q3-Q4
ENTERPRISE IT
- Data Center/Mainframe Brokered Services
- Refine ITC Model

2020 Q1-Q2
SHARED SERVICES
- IT Governance Model Operational
- Staff Migration Plan Completed
- DTI Delivers or Brokers IT Services
- Vendor Management
- Digital Government Enhancements
- Refine Data Center strategy
- Refine Mainframe strategy

2019 Q3-Q4
IT GOVERNANCE EMpaneled
- 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

LEGEND:
Planning
Anticipated Implementation
ITC Progress

- **Enterprise Town Halls** (and Livestream) November 2019

- **Kickoffs** held: OMB, DHR, DOL, DSCYF, Pensions, DSHS/DSP, DHSS (1/16)

- OMB and DOL **skills assessments**

DTI Internal Progress

- **IT job classification** modernization

- **Timekeeping workstream** development

- **Mainframe-as-a-Service** potential vendors identified; **Data Center-as-a-Service** (RFP release soon)

- **Shared Services Model** (Service Catalog, Chargeback Model, Enterprise SLAs)

- **ServiceNow** and **vendor management** (contract reviews)
Sustainable Business Strategy

**TACTICAL**
- CapEx model
- High overheads
- Fixed cost models
- Insufficient resources
- Incomplete services
- Service provider

**STRATEGIC**
- OpEx model (chargeback)
- Low overheads
- Consumption-based
- Packaged solutions
- Service broker
Technology Service Offerings

- END USER SUPPORT
- MAINFRAME SERVICES
- DATA CENTER SERVICES
- SECURITY AND DR
- PROFESSIONAL SERVICES
- CONSULTING
- LICENSING AND SUBSCRIPTIONS
- PRINT & MAILROOM SERVICES
Chargeback Components

**Infrastructure**
(Data Centers, Mainframe, etc.)

**Professional Services**
(Project-related time and materials)

**Agency-Specific Custom Services**
(Application Development Teams, etc.)

**End User**
(Service Desk, Desktop Support, etc.)

Direct Costs + Indirect Costs/Agency Use = Service Rate
## Chargeback Model (Example)

<table>
<thead>
<tr>
<th>Service</th>
<th>Rate</th>
<th>Billing Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>End User Pkg</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One Rate to Cover Multiple Services</td>
<td>$192.40</td>
<td>Per Person/Month</td>
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<tr>
<td><strong>Service Desk</strong></td>
<td>$15.85</td>
<td>Per User</td>
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<tr>
<td>24/7 Technical Support</td>
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<tr>
<td><strong>Desktop Support</strong></td>
<td>$20.20</td>
<td>Per User</td>
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<tr>
<td>Desktop, Printer Support</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Network Services</strong></td>
<td>$46.59</td>
<td>Per User</td>
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<tr>
<td>LAN, WAN, Data</td>
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<td></td>
</tr>
<tr>
<td><strong>Voice Services</strong></td>
<td>$35.18</td>
<td>Per User</td>
</tr>
<tr>
<td>EVS, Conferencing, Messaging</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Email &amp; Collaboration Services</strong></td>
<td>$22.23</td>
<td>Per User</td>
</tr>
<tr>
<td>Email, Calendar, Encryption, Enterprise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fax</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Security Services</strong></td>
<td>$20.35</td>
<td>Per User</td>
</tr>
<tr>
<td><strong>Desktop/Laptop</strong></td>
<td>$30.00</td>
<td>Per Device</td>
</tr>
<tr>
<td>Per Device/Per Month Fee Based on</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard Deployment</td>
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</table>
Job Classification Modernization

Class – Software Engineer

- Functional - Assoc. Software Engineer
  - Task 1
  - Task 2
  - Etc...

- Functional - Software Engineer I
  - Task 1
  - Task 2
  - Etc...

- Functional - Software Engineer II
  - Task 1
  - Task 2
  - Etc...
## Agency Kickoff/Assessment Timeline

<table>
<thead>
<tr>
<th>Nov 19</th>
<th>Dec 19</th>
<th>Jan 20</th>
<th>Feb 20</th>
<th>Mar 20</th>
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</thead>
<tbody>
<tr>
<td><strong>Kickoff</strong></td>
<td>OMB DHR</td>
<td>Pensions DSCYF DOL</td>
<td>DHSS DSHS DSP</td>
<td>DEMA DOC</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>OMB DHR Pensions DOL</td>
<td></td>
<td>DSCYF</td>
<td></td>
</tr>
</tbody>
</table>
GOVERNANCE: Technology Investment Council

DTI CIO

The Chief Justice of the Supreme Court
The Controller General
The Secretary of Finance
The Director of OMB

4 Cabinet Level members appointed by the Governor:
The Secretary of Transportation
The Secretary of Safety and Homeland Security
The Secretary of State
The Secretary of Health and Social Services
Partnership

Thank you for your continuing support and partnership as we move through the process!

Joint communications from DTI/OMB will be forthcoming regarding chargeback; accurate and complete agency data is essential.

Empowered decision-makers from each agency are an integral part of our team.

Please stay engaged – we’re happy to answer any questions or concerns!
If you have any questions or concerns you would like to share following today’s meeting, please feel free to contact us at: 

DTI_IT_Centralization@delaware.gov.

Additional resources are also available at https://dti.delaware.gov/digital-innovation/itc/.
Deep Dive

Annual Report Summary
Summary

• SYSTEMIC RECOMMENDATIONS TO SUPPORT GEAR
  – Create a GEAR Field Team
  – Build and Deploy Standard Practices and Tools for Continuous Improvement Projects

• CRIMINAL JUSTICE
  – Continue Criminal and Civil e-Filing Initiative
  – Continue Implementing Community Court

• EDUCATION
  – Drive Continuous Improvement Efforts in Public Education
  – Support Data Standardization for Financial Transparency
Summary

• FINANCIAL SERVICES
  – Lower Lease Costs and Restructure Lease Program
  – Ensure Consistency and Efficiencies in the Use of Population Data
  – Leverage FirstMap for Data Sharing
  – Establish a State Land Inventory
  – Implement an Integrated Revenue Administration System (IRAS)
  – Transform the State’s Strategic Planning and Performance Budgeting Processes
  – Leverage Financial Service Delivery (FSD) GEAR Team to Drive Financial Process Improvements
  – Conduct a Comprehensive Review of the State’s Banking Structure
  – Pursue Debt Service Savings Opportunities
Summary

• HEALTH AND SOCIAL SERVICES
  – Establish Health Care Spending and Quality Benchmarks
  – Develop Department-wide Strategic Planning
  – Modernize Public Safety and Security
  – Introduce Telework
  – Save Energy Costs
  – Leverage Federal Funding
  – Optimize Fees
  – Deploy Electronic Signature Technology
Summary

• HUMAN RESOURCES
  – Centralize Human Resources
  – Implement and Integrate Human Resource Systems and Technology
  – Implement First State Quality Improvement Program
  – Partner with State Agencies on Talent Acquisition Strategies
  – Reduce Health Care Operating Costs
Summary

• INFORMATION TECHNOLOGY
  – Drive Information Technology (IT) Centralization

• PUBLIC PRIVATE PARTNERSHIPS (P3)
  – Grow the GEAR Public-Private Partnership (P3) Innovation and Efficiency Award
  – Create Programs that Produce Next Generation IT Professionals
  – Develop a Digital Government Enterprise Strategy

• DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENTAL CONTROL
  – Modernize Online Services to Better Serve Customers
  – Drive Continuous Improvement Training and Development
• Open Topics Discussion – Board

• Public Comment
Adjourn
Contact

Please direct any inquiries about the Delaware GEAR program to:

Jim Myran (james.myran@delaware.gov)
Exec Director of Government Efficiency & Accountability Review (GEAR)
Department of Finance

Bryan Sullivan (bryan.Sullivan@delaware.gov)
Director of Management Efficiency
Office of Management and Budget
Budget Development and Planning