Government Efficiency and Accountability Review (GEAR)

GEAR22 Board Meeting
March 16th 2021

https://gear.Delaware.gov/
Agenda

1. Introductions / Roll call
2. Old Business
   • Review/approve minutes
   • 2021 Schedule
3. New Business
4. Deep Dives
   1. GEAR 2.0
   2. DTI COVID Remote Workforce
5. Open Topics discussion – Board
6. Public Comment
7. Adjourn
Introductions

Roll Call
Old Business

Review/Approve Minutes from Prior Board meeting

*Final draft version sent to Board for review March 9th, 2021*
## 2021 GEAR Board Schedule

<table>
<thead>
<tr>
<th>Month</th>
<th>Date &amp; Time</th>
<th>Location and/or Virtual</th>
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</thead>
<tbody>
<tr>
<td>January</td>
<td>Weds, 1/13 at 10 am</td>
<td>Haslet</td>
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<tr>
<td>March</td>
<td>Tues, 3/16 at 10am</td>
<td>Carvel</td>
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<td>May</td>
<td>Weds, 5/19 at 10am</td>
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<td>July</td>
<td>Tues, 7/13 at 10am</td>
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<td>September</td>
<td>Weds, 9/15 at 10am</td>
<td>Haslet</td>
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<tr>
<td>November</td>
<td>Tues, 11/16 at 10am</td>
<td>Carvel</td>
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New Business

• Welcome new Board members and Designees
• GEAR Team Update
  – 2020 GTEA/GEAR P3 Process Innovation and Efficiency Award and GEAR Trailblazers award event with Governor, Awardees and Business Community
  – 2021 GTEA/GEAR P3, Commitment, Champions, and GEAR Trailblazers nominees judged
  – Special thanks to our private sector judges:
    • Natalie Keefer, Bank of America
    • Nancy Shen, Excelon
• DHR Centralization Update
• DTI Centralization Update
Deep Dive

GEAR 2.0
Evolve GEAR

• GEAR program is in steady-state
• Addressing challenges drive culture -- not stasis
• Build on our foundation
• For discussion today:
  – Expand Board
  – Consolidate Focus Area Teams
  – Grow GEAR P3 Award
  – Formalize GEAR Field Team
  – Ready in 6
Current State

• GEAR program entering 5\textsuperscript{th} year

• Moving parts:
  – Board ... same members as designated in EO4
  – Focus Area Teams ... 7 teams aligned around Board
  – GEAR Field team ... new in 2020
  – GEAR P3 Award ... funded by State and DE BRT
  – GEAR Training ... new in 2021 and funded by restored FSQIF
  – Staffing ... Two full-time employees, one part-time

• 4 Annual reports documented successes, projects in flight, and recommendations
## Accountabilities

<table>
<thead>
<tr>
<th>GEAR Board</th>
<th>Focus Area Teams</th>
<th>GEAR Field Team</th>
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| - Defines strategic direction  
- Accountable for progress by agency  
- Connection to business community  
- Public face of GEAR | Accountable for programs by, or spanning agencies | Practitioners who execute projects |
Sample of Wins

- Lease restructurings yielding $28M hard dollar rent and $6M soft dollar rent savings for renegotiated and extended leases
- Providing $50K in employee bonuses through GEAR P3 Innovation and Efficiency Award program
- GEAR Continuous Improvement (CI) training funded $150K/yr. 20 candidates start training in Feb’21.
- DHSS engaged – e.g. outsourcing long-term care laundry services saving $200K annually, and energy efficiency projects yielding $310K in 1st-year savings
- Renegotiating IT contracts yielding $315K savings per year
## Board Change

### Current Members

<table>
<thead>
<tr>
<th>Office</th>
<th>Member</th>
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<tbody>
<tr>
<td>OMB</td>
<td>(Cade)</td>
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<tr>
<td>Judicial</td>
<td>(Seitz)</td>
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<td>DOF</td>
<td>(Geisenberger)</td>
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<td>DHR</td>
<td>(Bonner)</td>
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<td>(Magarik)</td>
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<td>DTI</td>
<td>(Clarke)</td>
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<td>DOE</td>
<td>(Bunting)</td>
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<td>OCG</td>
<td>(Jones)</td>
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<td>OST</td>
<td>(Davis)</td>
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<td>DE Business</td>
<td>(Dianastasis)</td>
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<tr>
<td>Labor</td>
<td>(Begatto)</td>
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### Add

- DNREC
- DELDOT
# Focus Area Teams

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<thead>
<tr>
<th>Current</th>
<th>Proposed for Discussion</th>
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<tbody>
<tr>
<td>Education</td>
<td>EdGEAR</td>
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<tr>
<td>Health &amp; Social Services</td>
<td>No change</td>
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<tr>
<td>IT Efficiency</td>
<td>Enterprise Services Delivery</td>
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<tr>
<td>Human Resources Delivery</td>
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<td>Financial Services Delivery</td>
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<tr>
<td>Criminal Justice</td>
<td>Discuss</td>
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<tr>
<td>Public-Private Partnerships</td>
<td>Ready in 6 (DPP, DELDOT, DNREC, GEAR P3)</td>
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## GEAR Public-Private Partnership (P3)

### GEAR P3 Task Force Members
- **Ernie Dianastasis** - The Precisionists Inc
- **Gary Stockbridge** - Delmarva
- **Chip Rossi** - Bank of America
- **Scott Malfitano** - CSC
- **Rod Ward** - CSC
- **Bruce Webber** - Univ of Delaware
- **Rob McMurry** - Christiana Care
- **Rick Geisenberger** - DOF
- **Colleen Davis** - OST
- **Jason Clarke** - DTI
- **Jim Myran** - GEAR

### GEAR P3 Award Contributors
- **Ernie Dianastasis** - The Precisionists Inc
- **Gary Stockbridge** - Delmarva
- **Chip Rossi** - Bank of America
- **Scott Malfitano** - CSC
- **Joe Westcott** - Capital One
- **Nick Moriello** - Nick Moriello
- **Don Mell** - JPMorgan Chase
- **Nick Lambrow** - M&T Bank Delaware
- **Rodger Levenson** - WSFS
Ready in 6 Progress

• DBRT conducted Permit Competitiveness Analysis

• KPMG report recommendations:
  1. Streamline communication between state and local agencies
  2. Greater transparency and cost predictability
  3. Implement fast-track approval programs for high priority projects

• Transportation Infrastructure Investment Fund created to support fast-tracking key projects

• DelDOT, DNREC, OSPC have redesigned some business approval processes -- before COVID

• GEAR P3 task force interested in how GEAR can accelerate the Ready in 6 program by:
  – Identifying which permit-to-groundbreaking processes are slow
  – Identifying and prioritizing permitting processes needed to more efficiently meet the needs of the business community
  – Promoting any legislative changes needed to ensure the success of the program
Ready in 6 Key Questions

• ~250 State permits/licenses listed on FirstSteps.Delaware.gov -- and many more at the local level

• Imperatives include:
  – Continuous improvement and streamlining of permitting / licensing processes (GEAR?)
  – Site availability and readiness (DPP?)

Key questions:

– Is Ready in 6 run as a formal program?
– Who are the stakeholders?
– How to leverage technology, e.g. Business OneStop?
– Which permits have been transitioned already?
– Which permits are next and why:
  • Priority
  • Transaction volume
  • Highest current failure rate
  • Importance to public or business community etc.
– How is progress measured and communicated
GEAR can add value, the question is how

- **Advocate/Promote** – Each agency owns its portion of Ri6. GEAR Board helps raise awareness and works to pull in contributors to the program.

- **Liaison** – Act as the State’s intermediary on Ri6 to the business community. Leverage GEAR P3 task force to help organize external stakeholders and prioritize State Ri6 initiatives.

- **Consult** – GEAR consults with State agency Ri6 owners on how to conduct disciplined program management and CI efforts.

- **Steer** – Organize and lead an Ri6 program Steering Team.

- **Owner/Co-Owner** – GEAR owns a share (0 – 99%) of the program leadership and therefore must do all the above.

All the above require strong support from Governor
Decisions Impacting Future of GEAR

• Expand Board
• Consolidate Focus Area Teams
• Grow GEAR P3 award
• GEAR Field Team 2.0
• Ready in 6
Deep Dive

DTI Remote Workforce
Delaware Runs on Technology...
With so many State employees working from home, DTI’s Service Desk volumes grew by 90% in March of 2020 (compared to March of last year) and we continue to run 30% higher than any other previous year month to month.
“I just wanted to let you know what a great employee you have... I had trouble getting set up with VPN to work from home and called the service desk... pleasant from the start and walked me through everything I needed to do... even gave me several tips along the way!

I am the Payroll Manager for DNREC and was... thinking I wouldn’t have a way to ensure our employees are paid during this state of emergency... thanks to all of DTI for your hard work and efforts to keep us in business.”

Dawn Pritchett
Sr. Fiscal Administrative Officer
DNREC
Quickly Expanding State Services/Support
Remote Work

2,100+ Laptops Deployed
14,000 VPN Accounts
400+ Soft Phone Solutions
Security – ID.Delaware.gov
Audio/Video Conferencing
Electronic Document Processing
Contact Tracing Infrastructure
Vaccine Request System
Dashboards & Visualizations
Labor – PUA claims
Elections – Online Process & Support
Our goal is to create **digital equity for all students** in all schools; ensure reliable and sufficient network capacity and maintain appropriate security and content filtering.

- **$9.4M** Support broadband services and devices for 25,700+ low-income students as well as some additional infrastructure.
- **$450,000** Statewide strategic broadband plan and speed survey.
Rural Wireless Broadband Expansion

500+ customers and growing!

“Being able to get wireless broadband service was heaven sent,” said Amie Errickson, a Clayton resident and Bloosurf customer. “We did not have access to any broadband service before. In fact, we used to have to put all the kids in the car and drive to the school parking lot just to use the WIFI to get their homework done. Now they will be able to access the virtual learning they need.”
The Future of Remote Working...
Contact Information

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Chris.Cohan@delaware.gov

(302) 739-9500

www.DTI.delaware.gov
www.Digiknow.delaware.gov
• Open Topics Discussion – Board

• Public Comment
Adjourn
Contact

Please direct any inquiries about the Delaware GEAR program to:

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

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Asst. Director of Government Efficiency & Accountability Review (GEAR)  
Department of Finance