Government Efficiency and Accountability Review (GEAR)

GEAR23 Board Meeting

May 19th 2021

https://GEAR.Delaware.gov/
Agenda

1. Introductions / Roll call

2. Old Business
   - Review/approve minutes
   - 2021 Schedule

3. New Business
   1. GEAR P3 Awards
   2. DTI Electronic Signatures and Document Workflow Service
   3. GEAR Board and GEAR Field Team

4. Open Topics discussion – Board

5. Public Comment

6. Adjourn
Introductions

Roll Call
Old Business

Review/Approve Minutes from Prior Board meeting

*Final draft version sent to Board for review May 12th, 2021*
## Old Business

### 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

• GEAR P3 Task Force meeting
  – Ready in 6 discussion

• Continuous Improvement Training

• Enterprise Services Delivery Update (NEW)

• GEAR P3 Awards
  – 2020 award ceremony (virtual)
  – 2021 GEAR P3 Process Innovation and Efficiency Awards
  – 2021 GEAR Trailblazers Awards

• DTI Electronic Signatures and Document Workflow Service

• GEAR Field Team Update (coming soon)
GEAR/DHR Continuous Improvement Practitioner (CIP) Training

- Cohort #1 CIP training concluding
- 22 students
- 21 full or half-day sessions
- Training funded through renewed FSQIF
- Opening nominations for Cohort #2!

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Lean for Government Workshop with Simulation</td>
<td>Feb 1, Feb 3</td>
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<tr>
<td>How to Build a Culture that Supports Lean and Continuous Improvement: People Centric Leadership 101</td>
<td>Feb 9, Feb 11, Feb 16, Feb 18</td>
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<tr>
<td>Lean Event: A Pathway for Improvement: The Tools and Techniques of Continuous Improvement</td>
<td>Feb 22, Feb 26, Mar 3, Mar 8, Mar 10</td>
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<tr>
<td>Project Management Foundations</td>
<td>Mar 23, Mar 25, Mar 30, Apr 1, Apr 13, Apr 15, Apr 20</td>
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<tr>
<td>Change Management Certification</td>
<td>May 11, May 12, May 13</td>
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<tr>
<td>Project Report Out</td>
<td>May 14 - Jun 14</td>
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Enterprise Services Delivery Team

Overview

• Many of the Financial Services Delivery Team projects are well underway or moving to completion, new items coming to our attention are enterprise wide in scope

• Revenue volatility (2017 $400 million deficit, 2021 $1 billion in federal COVID funds and $300 million surplus) shows there is still a need to address efficiency and process/productivity improvement in State operations.

• Consolidated the GEAR teams with enterprise-wide activities into one team: Financial Services Delivery Team, Human Resources Delivery and IT Efficiency

• Consolidated team to identify enterprise needs, solutions to meet the needs, and resources to implement solutions
Enterprise Services Delivery Team

Opportunities

• GEAR ESD not looking to take over projects, but to serve as forum to look at how State entities can do things better, collaborate on ideas, and identify resources to support ideas and projects.

• Potential areas for project development (where finance, human resources and information technology overlap):
  – Enterprise-wide computer systems
  – State employee training (platforms and courses)
  – Central State land inventory database
  – Centralized core services (human resources, information technology underway)
  – Virtual meeting platforms and policies
Enterprise Services Delivery Team

Operations

• Current enterprise-wide projects being undertaken by GEAR ESD entities:
  – Human Resources Centralization (DHR)
  – Banking Architecture Redesign/Digital Government (OST)
  – Integrated Revenue Administration System (IRAS) (DOF)
  – Centralized State Land Inventory Database (OMB/OSPC)
  – Internal Controls (AOA)
  – Information Technology Efficiency (DTI)

• Next meeting June 15, 2021 (virtual)
Deep Dive

GEAR P3 Awards
Statewide Recognition Program

GEAR P3 Awards Private Sector Partners

JPMorgan Chase & Co.

HIGHMARK Delaware

CSC

TPI

WSFS Bank

Bank of America

delmarva power

M&T Bank

An Exelon Company
The GEAR P3 Innovation & Efficiency Award

• This award recognizes and incentivizes outstanding teams of State employees that have used continuous improvement methodologies and disciplined project management techniques to deliver innovative, impactful, sustainable, and efficient business processes and services

• Of the nearly 20 candidates submitted for consideration, two teams have been selected as this year’s winners

• The winners will receive a monetary award of up to $10,000 to be shared within each the team
GEAR P3 Innovation & Efficiency Award

Judicial Information Center COVID Response Team
Administrative Office of the Courts

Team Lead: Ken Kelemen
Nominated By: Karlis Johnson

• The Judicial Information Center (JIC) responded to the urgent need to convert in-person court hearings to remote environments for the safety of court employees and litigants, while still ensuring the public’s constitutional right of access to the Courts.

• The team developed and implemented a secure Zoom account for the Courts and created “Zoom Carts” containing all the equipment needed to hold virtual hearings.

• These Zoom Carts, used in courtrooms, can be easily moved for other uses. Zoom can be used to record hearings, and, if appropriate, live stream to YouTube for public access.

• JIC deployed 43 carts across the State between May and December 2020.

• Each of Delaware’s six Courts -- comprised of 75 courtrooms and 1250 judges and court staff in 24 different buildings -- fulfilled its core mission by resolving the most urgent cases using remote technology.

• Going forward, this new platform can be used with the approval of the litigants, thereby affording savings to all parties.
GEAR P3 Innovation & Efficiency Award

Judicial Information Center COVID Response Team
Administrative Office of the Courts

Team Members

<table>
<thead>
<tr>
<th>Kenneth Kelemen</th>
<th>Christopher Minner</th>
<th>Angel Morales</th>
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<tbody>
<tr>
<td>James Weister</td>
<td>Shawn Facen-Simmons</td>
<td>Stephen Spalluto</td>
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<tr>
<td>Kevin Bowers</td>
<td>James Cole</td>
<td>Edward Hall</td>
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<tr>
<td>Amy Whitman</td>
<td>Ann Hsu</td>
<td>Wade Heverin</td>
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<tr>
<td>John Williams</td>
<td>Ryan Fontello</td>
<td>Karen Puckham</td>
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<tr>
<td>Saoud Khan</td>
<td>Christopher Talley</td>
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GEAR P3 Innovation & Efficiency Award

Government Support Services Central Contracting Team
Office of Management and Budget

Team Lead: Michael Bacu
Nominated By: Dean Stotler

The COVID-19 pandemic interrupted normal supply chains and created serious shortages of critical supplies and services -- the Government Support Services Central Contract Team created and implemented best practices supporting state agencies and businesses who needed to procure essential items.

The team negotiated contracts for ventilators, non-congregate emergency sheltering, and COVID-19 testing services.

The team worked across market sectors to purchase needed supplies, including over 28.5 million Personal Protective Equipment (PPE) items, hospital equipment, vaccine supplies, and supplies for to make to make 60,000 Personal Care Kits needed to slow the spread of the virus.

DEMA Director AJ Schall said, “GSS spent countless hours, not only during the workweek, but over nights, holidays, and weekends, chasing down hundreds of potential leads from all over the globe to ensure that Delaware could respond without concern.”
GEAR P3 Innovation & Efficiency Award

Government Support Services Central Contacting Team
Office of Management and Budget

Team Members

Michael Bacu  Walt Gorman  Dustin Yerkes
Peter Korolyk  Carmen Herrera  Luci Karnai
Courtney McCarty  Ninna Vaughn  Takishia Kiah
Bruce Krug  Necia Beck  Sharelle Crumpton
Lisa Stafford  Sandra Fullard  Sarah Day
Steven Chillas  Pamela Barr  Roxanne Parker
Dennis Smith  Silvia Goddard  Richard Holleger
The GEAR P3 Trailblazer Award

• This award is based on the criteria of the GEAR P3 Innovation and Efficiency team award

• The Trailblazer Award recognizes the efforts of individuals or small groups of people – 5 or less

• The Trailblazer Award recognizes the efforts of individuals and small teams that have met the following criteria: innovative thinking, having demonstrated significant improvements to the efficiency, effectiveness or quality of a process or program, and for delivering results that are sustainable, scalable, and leverageable

• Of the pool of candidates submitted for this award, the selection committee for the Delaware Award for Excellence and Commitment in State Service identified three for consideration

• Winners recognized with this award will receive a financial incentive of up to $1,500
GEAR P3 Trailblazer Awards

Department of Finance

Brent Johnson

• Helped to streamline check and cash deposit procedures to reduce reliance on courier service

• Recommended efficiencies that streamlined check and cash deposit procedures to reduce reliance on an expensive courier service

• Streamlined the mail distribution process eliminating paper waste

• Cross trained mailroom staff to ensure coverage during pandemic restrictions

• His recommendations resulted in career development opportunities for employees and better customer service for taxpayers
GEAR P3 Trailblazer Awards

Department of Technology and Information

Kalee Nelson

• Automated security updates for servers saving 90 work hours per month
• Increased system uptime and security by automating updates to databases
• Increased employee productivity while reducing after-hours work
• Created efficient audit process which improves system security
GEAR P3 Trailblazer Awards

Department of Safety and Homeland Security
DEMA COVID-19 Community Testing Team

Michael O’Malley & Jonathan Rutledge

• Two-person DEMA COVID-19 Community Testing Team

• Held more than 800 testing events and performed more than 500,000 tests since May

• Their work helped ensure that COVID hotspots were quickly controlled
Statewide Recognition Program

2020 Selection Committees

**Delaware Award for Excellence and Commitment in State Service**

Secretary Amy Bonner -- Dept. of Human Resources
Chief Justice Collin Seitz – Legislature
Valerie McCartan – Senate
Nancy Hickman – House of Representatives
Kimberly Chandler – Dept. of Safety and Homeland Security
James Henry – Past Recipient
Javonne Hickson – Employee Representative
Noris Perdomo – Employee Representative
Faith Morris – AFSCME Council 81
Natalie Keefer – Bank of America

**Governor’s Team Excellence**

Secretary Amy Bonner – Dept. of Human Resources
Jim Myran – Dept. of Finance/GEAR
Secretary Karryl Hubbard – Dept. of Labor
Terry Wright – Dept. of Technology and Information
Margaret Zimmerman – Delaware Quality Partnership
Faith Morris – AFSCME Council 81
Natalie Keefer – Bank of America
Nancy Shen - Exelon
Deep Dive

DTI

Electronic Signatures and Document Workflow Service
Adobe Sign
Enhancing the modernization of workflows in support of Digital Government
What is eSignature?

An electronic signature, or e-signature, is a legal way to get consent or approval on electronic documents or forms. One of the most relied upon definitions of an electronic signature is “an electronic sound, symbol, or process attached to or logically associated with a record...adopted by a person with the intent to sign the record.”

Electronic signatures can be used to replace handwritten signatures in virtually every personal or business process. Examples include contracts, application forms, new hire onboarding forms, nondisclosure agreements, vendor onboarding documents and RFPs, change authorizations, and government benefits enrollment forms.
Manual Workflow Process for Signing Documents

Current pain points:

- Extremely confusing and inefficient processes (see diagram to the right)
- No standard tools or workflows
- Not remote working friendly
- Many manual steps
- Duplicate data entry & potential of errors
- Little visibility into workflow progress
- Negative environmental impact from using paper processes
- No integration with other document workflow applications
Adobe Sign Workflow Process

Value:

- Replaces "wet signatures", manual processes and other costs
- 100% cloud solution with online storage by default
- Maintain digital copy of document that is searchable
- Multi-organization, internal/external and multi-signature workflows
- Electronic signatures are legally valid and enforceable in almost every industrialized country in the world
- Speed up every transaction and process by having recipients e-sign documents.
- Automatic reminders & dashboard with status of document

Steps:

1. Rules based automated workflow
Use Case - DHR New Employee Onboarding

Current State - Day 1

Future State - Day 1
Path Forward...

The Innovation Team will continue to work with the GEAR Field Team focusing on agency process improvement, use case development and agency onboarding.
Contact Information

Jason Clarke, CIO
Jason.Clarke@Delaware.gov

Rob Nicholson, DTI Solutions Integrator
Robert.Nicholson@Delaware.gov

(302) 739-9500

Please visit:
DTI.Delaware.gov
DigiKnow.Delaware.gov
Decisions Impacting Future of GEAR

Previously discussed...

• Expand Board
• Consolidate Focus Area Teams
• Grow GEAR P3 award
• Ready in 6
• GEAR Field Team (GFT) 2.0
# GFT Projects

*As reported at GEAR21, November 2020... there are more!*

<table>
<thead>
<tr>
<th>DHSS</th>
<th>OST</th>
<th>DHR</th>
<th>Judicial Branch</th>
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<tbody>
<tr>
<td>Fleet Analysis and Aris Process Optimization Monthly Dashboard</td>
<td>Banking Services project</td>
<td>FSQIF Continuous Improvement Practitioner Project</td>
<td>Online Dispute Resolution Project</td>
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<tr>
<td>Cares Act Project Management</td>
<td>Merchant Services Payment Card Industry (PCI) Project</td>
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<td>Family Court Live Chat Project</td>
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<tr>
<td>DMS Procurement Business Process Optimization</td>
<td>Digital Government initiative RFP</td>
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<td>Zoom Video Conferencing</td>
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<td>Leased laptop and VPN access coordination project</td>
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<td>DHSS Intranet Site update project</td>
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<td><strong>DNREC</strong></td>
<td><strong>OST</strong></td>
<td><strong>DHR</strong></td>
<td><strong>Judicial Branch</strong></td>
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<tr>
<td>Department Environment Justice Project</td>
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<td>FSQIF Continuous Improvement Practitioner Project</td>
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<td>Division of Waste &amp; Hazardous Substance Project</td>
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<td>Family Court Live Chat Project</td>
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<td>Division of Watershed Stewardship, Tax Ditch Project</td>
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<td>Zoom Video Conferencing</td>
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<td>Division of Water Projects</td>
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As reported at GEAR21, November 2020... there are more!
Proposal

• GFT progress reporting to become regular addition to Board meeting agenda

• Summary of initiatives included in New Business

• Deep Dive presentation series to include specific GFT projects

• Board decides support for cross-agency initiatives
• Open Topics Discussion – Board
• Public Comment
Adjourn
Contact

Please direct any inquiries about the Delaware GEAR program to:

Jim Myran (james.myran@Delaware.gov)  Bryan Sullivan (bryan.sullivan@Delaware.gov)
Exec Director of Government Efficiency & Accountability Review (GEAR)  Director of Management Efficiency
Department of Finance  Office of Management and Budget
Budget Development and Planning

Please direct any inquiries about the Delaware GEAR Field Team to:

Charles Clark (charles.clark@Delaware.gov)
Asst. Director of Government Efficiency & Accountability Review (GEAR)  
Department of Finance