Government Efficiency and Accountability Review (GEAR)

GEAR24 Board Meeting

July 27th 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. Enterprise Services Delivery
   2. GEAR Field Team
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 July 19th, 2021
# Old Business

## 2021 GEAR Board Schedule

<table>
<thead>
<tr>
<th>Month</th>
<th>Date &amp; Time</th>
<th>Location and/or Virtual</th>
</tr>
</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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<tr>
<td>May</td>
<td>Weds, 5/19 at 10am</td>
<td>Haslet</td>
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<tr>
<td>July</td>
<td>Tues, 7/13 at 10am</td>
<td>Carvel</td>
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<tr>
<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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</tbody>
</table>
New Business

• GEAR P3 Task Force meeting

• EdGEAR meeting

• GEAR Continuous Improvement Program cohort #2

• 2021 GEAR Board meeting format update
  – Enterprise Services Delivery (ESD) and GEAR Field Team (GFT) updates added to Board agenda
  – Highlight specific ESD and GFT projects
  – Other Deep Dive presentations as needed
  – Summary of initiatives documented in Project Portfolio
  – Board decisions needed to support cross-agency initiatives
Deep Dives

Enterprise Services Delivery Team

July 2021 Update
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.
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
Opportunities

• Long-term: Planning for the upgrade and/or replacement of enterprise-wide computer systems (e.g., FSF, PHRST, IRAS).
  – Within the next few years systems will need to be migrated to the Cloud (cost estimates being developed for this migration).
  – By the end of the decade these systems will need to be replaced (very costly and time-consuming endeavors).
  – Time to start planning is now when State and federal resources are available (begin expanding project sponsors and get buy-in).
  – Key consideration in cost estimates is the level of customizations required—demands a look at current business processes and finding efficiencies (GEAR training and practitioners).
  – End result a plan for replacement developed around State and federal resource availability.
Opportunities

• Short-term: Make document signing processes more efficient for faster turn around time for signing, sending, storing and retrieval.
  
  – There are currently two document signing software packages in use by State agencies: Adobesign and Docusign (agencies working with DTI to create pilot use cases).
  
  – There are many opportunities of repetitive signing document processes that can be evaluated (e.g., finance and personnel documents).
  
  – GEAR Field Team has some examples of current pilot projects (OST and DNREC).
Operations

• Current enterprise-wide projects being undertaken by GEAR ESD entities (see project portfolio spreadsheet):
  – 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)
  – Still addressing several finance processes and government accountability,

• Next meeting August 17th, 2021 (hybrid virtual/in-person)
Targeted Real Estate Lease Renegotiation
Targeted Real Estate Lease Renegotiation

Overview

• The State of Delaware is engaged as tenant in a portfolio of 126 leases

• A comprehensive review of these leases, especially those set for expiration in 3-5 years, continues to take place. Goals include:
  – Reduce costs
  – Add indoor air quality language
  – Improve working conditions, including carpet and paint refresh at regular intervals

• Additional leases (other than those expiring within 5 years) will be renegotiated as needed
Targeted Real Estate Lease Renegotiation

Progress Made

• Negotiated leases for DHSS, DOL, DNREC, DOJ, OMB, DelDOT and DSHS

• Current accomplishments
  – Negotiated leases range in term length from 6 months to 30 years
    ▪ Hard Dollar Rent Savings include $30.6M, an average annual savings of $2.5M
    ▪ Soft Dollar Rent Savings are estimated at $8M including improvements such as paint, carpet, etc. An average annual soft improvement upgrade of $1M

• In Process
  – Negotiating 11 additional leases
Targeted Real Estate Lease Renegotiation

Next Steps

• Identify next leases for renegotiation or upgrade
• Look at ways to reduce the overall real estate footprint

Challenges

• Cooperation is needed from the Departments in order to reduce the real estate footprint
OSPC

Establish Centralized State Land Inventory Database
Establish Centralized State Land Inventory Database

Overview

Issues
There is no central list or database of all lands owned or leased by the State of Delaware.

• Lack of centralized database / list can lead to inefficient and duplicative efforts to manage real property.
  – Shared lists represent a point in time, rather than real time data
  – Each agency / division develops their own database / list and procedures
  – New property acquisition / property disposition not reflected in all lists leading to potentially inaccurate data.

• Impossible to understand the “big picture” of State real property holdings or management
Establish Centralized State Land Inventory Database

The OSPC has attempted to create a Statewide database of real property using the data and lists from multiple agencies and divisions. This effort involves continuous updating, but is not “real time” in that changes made by one agency/division are not automatically updated.
Establish Centralized State Land Inventory Database

**In Progress**

- Previously reported the UD IPA report recommended the establishment of a central State land inventory and require all agencies to use it for the management of the State’s real property portfolio.

- OSPC had obtained an estimate for a Discovery Workshop from Esri to establish the requirements for the centralized system.

- Anticipate this Discovery Workshop to commence in September 2021. A report will be provided in early November or December.

- Then we need to establish a business case with DTI to coordinate the development of the database.
Establish Centralized State Land Inventory Database

Benefits

• Authoritative inventory of State lands and facilities
  – Core set of variables on lands and facilities available and updated across State government
  – “Eyes on data” likely to result in dataset that is more accurate and more useful

• Institutionalized, cross agency knowledge
  – Standard, cross-agency approaches yield practices resilient to staff turnover and unexpected disruptions

• Efficiencies in land and facility acquisition, reporting and disposition
  – Enhanced capabilities for data-driven prioritization and management of facility maintenance, re-use and adaptation, and new construction requests
  – Establish data-driven processes for disposition of State lands and facilities
Establish Centralized State Land Inventory Database

Challenges, Barriers and Cautions

• Acceptability of status quo
  – Current, decentralized approach benefits from expertise of staff currently in key positions

• Initial and ongoing costs
  – IT platform acquisition
  – Staff training and coordination

• Need to integrate with management processes
  – Data sharing agreements to specify items to provide to centralized inventory
  – Incentive reporting through creation of data-driven facility management practices
  – System to dispose of land and facilities
Establish Centralized State Land Inventory Database

Next Steps

– Acquire Funding to develop database requirements
– Develop business case through DTI
– Acquire funding to build and implement technology solution (database)
– Agencies to update management practices and commit to using new database

GEAR Board Action

– We are requesting that the GEAR Board support this project.
OSPC

Data Integration/GIS Coordination
Data Integration/GIS Coordination

Overview

Issues
Geospatial Coordination has faced quite a few challenges. Delaware is one of a handful of states without a dedicated position for geospatial coordination. The geospatial needs of agencies have surpassed our available resources to provide coordination across all agencies. There is also a lack of funding for key data sets needed by all agencies.

OSPC has been tasked with evaluating how GIS is being coordinated in the state and is focused on identifying efficiencies and opportunities to reduce duplication. DelDOT funded a study through a contract with UD IPA to evaluate GIS coordination in Delaware.
Data Integration/GIS Coordination

In Progress

– UD-IPA has delivered a draft report with recommendations for Geospatial Coordination.

– OSPC and DelDOT met with DTI Upper management to discuss the recommendation of establishing a Geographic Information Officer (GIO).

Benefits

– Centralized coordination of geospatial needs throughout all state agencies

– Coordination of funding for essential data sets (Aerial Imagery, LiDAR, and Land Use/Land Cover)

– Focused efforts that serve all state agencies for geospatial needs.

– Promotion of existing technology to agencies unaware of its existence.
Establish Centralized State Land Inventory Database

Challenges, Barriers and Cautions

– Establishment of appropriate level position within DTI
– Funding for position
– May require some legislative changes to existing code

Next Steps

– Finalize the UD-IPA report with input from DTI
– Continue discussions with DTI regarding position and legislative changes

GEAR Board Action

– We are requesting that the GEAR Board support this project.
DHR RESPONSIBILITIES

DHR has 252 full-time employees supporting 16 Executive Branch agencies and providing central support functions of human resources statewide.

- Cultivate equity, diversity, and inclusion with a focus on building a culture of respect
- Attract, retain, and support a quality workforce
- Develop uniform and equitable policies and procedures for Executive Branch agencies
- Provide health care programs to over 127,000 employees, retirees, and dependents, and approximately 120 employee groups
- Manage general liability insurance programs and claims for state employees, the public, and the state’s physical assets
- Provide guidance and ensure compliance with Merit Rules, policies and procedures, and state and federal laws
- Manage the statewide classification and compensation processes
- Negotiate collective bargaining agreements and provide guidance on interpretation on application of terms and conditions
- Represent the state on discrimination matters before the Delaware Department of Labor and the U.S. EEOC
- Provide education, training, and career development opportunities to employees
- Review and report on the status of Delaware women; support and advocate for Delaware women
- Oversee the Delaware Commission for Women, Delaware Women’s Hall of Fame Committee, and the Delaware Women’s Workforce Council
Accomplishments

➢ Developed and managed COVID-related policies and procedures including leave, telework and guidance for employees reporting to work

➢ Expanded the State’s Employee Assistance Program to cover all employees including temporary, casual seasonal, and benefit-eligible employees who are not currently enrolled in a plan through 30 days following the end of the COVID-19 national public health emergency

➢ Shifted to a virtual environment for hiring including job fairs and career counseling sessions and provided expanded training opportunities for State employees

➢ Issued report addressing the impact of COVID-19 on Delaware women, LGBTQ+ Action Plan, and provided 13K+ employees Respectful Workplace training

➢ Conducted listening sessions to provide employees the opportunity to share their perspectives and experiences related to equity, diversity, and inclusion

➢ Maintained Group Health Insurance Plan costs leading to no increase in healthcare premiums for the 4th consecutive year

➢ Launched Phase 1 of a marketing plan with an emphasis on recruiting hard-to-fill positions

➢ Implemented a Continuous Quality Improvement Practitioner Certificate program – 21 participants completed the program requirements

➢ Implemented first two iLEAD Leadership Programs – Leadership Essentials & Frontline Leadership

➢ Recognized recipients of the GEAR-P3 and GEAR-P3 Trailblazer Awards
Priorities

- **HR Centralization**
  - Continue to centralize Human Resources policies and procedures and ensure consistent application
  - Identify areas of HR to manage centrally

- **Streamline HR Processes**
  - Classification and Compensation Services
  - Recruitment and Hiring
  - Step 3 Grievances and Appeals Process

- **Modernize Human Resources Service Delivery**
  - Centralized Recruitment, Hiring, Onboarding, and Off-Boarding system
  - Electronic Employee Personnel Records
  - Always-On VPN
  - Employee Success Center
  - Delaware Learning Center Helpdesk

- **Reset Recruitment and Retention**
  - Create LGBTQ+ tool kit
  - Continue to source applicants for hard-to-fill positions
  - Design applicant outreach in collaboration with Delaware Pathways to include internships and other forms of pipelining applicants

- **Reduce Healthcare Costs**
  - Develop a Workplace Wellness strategy
  - Implement a new pharmacy benefit manager for Medicare retirees

- **Enhance Statewide Training and Recognition** – host two training cohorts for Continuous Improvement Practitioner program and streamline the GEAR-P3 Award process
Conduct Climate assessment for employees to share their perspectives and experiences related to leadership and workplace environment.

Implement Phase 2 of a marketing plan with an emphasis on recruiting hard-to-fill positions

Continue wage negotiations to finalize 17 collective bargaining agreements

Rebid the state’s third-party health plan administrators for FY2023

Review policies, practices, and procedures as they relate to supporting current and future LGBTQ+ employees

Assess the disability insurance and return to work programs to improve administration and ensure that the programs are meeting the needs of the state’s workforce

Enhance the Delaware Employment Link to include onboarding state employees

Ensure consistent application of HR policies and procedures for all Executive Branch Agencies

Launch Hall of Fame 40th Anniversary Project designed to educate and raise awareness of the Delaware Women’s Hall of Fame

Expand the iLEAD Delaware Leadership Program with two additional levels of leadership training for state employees
Resources and support for HR technology solutions

Resistance to deliver services centrally

Limiting total health care cost inflation through advancing value-based payment models without sacrificing member access to health care providers and facilities

Offering health care plan types to satisfy changing needs of employees and pensioners while remaining within budgetary constraints

State salaries being offered on average lower than competitive market in a post-COVID environment in which talent shortages are the rule rather than the exception
Help to secure the appropriate resources and funding support for HR technology solutions

Need leadership support as DHR works to deliver services centrally using HR hubs across the State

Encourage employees to engage in the state benefits

Encourage agency management to identify ideas on how to use cost savings towards incentives as recruitment and retention strategies. (Language in epilogue allow agencies to request pilot recruitment and retention incentives)
Thank You
DTI

Information Technology Centralization (ITC)
IT Centralization

Overview

• The development and implementation of a single, common, statewide technology direction is fundamental to every aspect of state government including strengthening economic development, expanding education opportunities and providing the most efficient and secure delivery of services to the citizens of Delaware.

• To achieve this goal of delivering an intelligent, intuitive and elegant customer experience, we must focus on creating strong partnerships, deliverable outcomes and improving our citizen services.

• We are currently applying a phased approach to ITC beginning with the Secure End User Package and reallocating technology and personnel assets to DTI.
In Progress: Secure End User Services
# In Progress: Secure End User Services

<table>
<thead>
<tr>
<th>Key Deliverables</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Secure EUS service component definition with associated products, metrics, and SLAs</td>
<td>• Service owner meetings and data compilation for Secure EUS definition</td>
</tr>
<tr>
<td>• Agency assessment data, impact analysis, recommendations</td>
<td>• Preliminary review of OMB scope and resources</td>
</tr>
<tr>
<td>• Implementation plan, schedule</td>
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</table>

<table>
<thead>
<tr>
<th>Issues/Risks/Opportunities</th>
<th>Upcoming Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Delays created by pandemic response will require data revision by all agencies</td>
<td>• Summary report revision for OMB, DHR to focus on Phase 1, Secure EUS</td>
</tr>
<tr>
<td>• Delays may create risk in agency where technology investments were deferred until post-ITC</td>
<td>• OMB meetings to review IT spend and staff reallocation plan</td>
</tr>
<tr>
<td>• Any centralization activity executed prior to the cost model implementation will require DTI and agency funding.</td>
<td>• Agency re-engagement plan for FY’22-23</td>
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In Progress: Shared Services Model

**Objective**

The State desires to centralize the IT operational support by developing and implementing a new Shared Services Model including; Cost Allocation, Chargeback Model, and Service Catalog.

<table>
<thead>
<tr>
<th>Key Deliverables</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop a new Cost Model with associated Chargeback methodology for the IT support of all Executive Agencies</td>
<td>• Developed framework of IT Service Cost Model and Rate Structure</td>
</tr>
<tr>
<td>• Produce and maintain a simplified Service Catalog</td>
<td>• Presented FY23 Phase I Cost Models to CIO (per person and consumption-based)</td>
</tr>
<tr>
<td>• Creation and Implementation of Enterprise SLA’s for all services presented in the Service Catalog</td>
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<th>Upcoming Activities</th>
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<tr>
<td>• Meeting OMB’s FY23 Target Budget meeting timeline (Risk)</td>
<td>• Complete Cost Model Manual to document cost model concept, source data, and rate calculation</td>
</tr>
<tr>
<td></td>
<td>• Finalize FY23 Cost Model and Rates to support SEUS</td>
</tr>
<tr>
<td></td>
<td>• Complete “As Is” vs. “FY23 Model” for impacted agencies</td>
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In Progress: Workforce Modernization (FY22)

**Proposed Milestone Dates**

- **August 31st**: Position profiles with career ladder
- **December 31st**: Staff assessment and DTI cross-walk complete
- **February 28th**: Salary Bands proposed and approved by DHR & OMB
- **September 30th**: Profiles HAY pointed and DHR approved
- **January 31st**: Cross-walk approved by CIO
- **March 1st**: Begin DTI staff communication

-> -> DHR adds new job codes to PHRST -> ->
GEAR Board Support

• **Funding Model** – Determine how the chargeback model is implemented (per person as an employee cost or per agency):
  o Most efficient approach that creates the least disruption (Agency responsibility or State responsibility?)
  o Considers GF and ASF funding models
  o Alleviates named resource model for service-based model
  o Promotes ability to scale with demand
  o Separates fixed costs from consumption-based costs

• **Transitioning of Resources** – Addressing the personnel challenge
  o Transferring FTE positions
  o Navigating funding differences (GF, ASF)
    • Avoiding the credit concept
    • Converting contractual positions when appropriate
Contact Information

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Please visit:
DTI.Delaware.gov
DigiKnow.Delaware.gov
Deep Dives

GEAR Field Team

July 2021 Update
GFT Overview

Mission
To create a partnership that champions continuous improvement opportunities and GEAR activities within and across agencies statewide.

Vision
Project managers, continuous improvement practitioners, and trainers will use a common set of methodologies based on industry best practices in a way that accelerates project activities, reduces implementation costs, streamlines business processes, and helps ensure successful project outcomes.
GFT Overview

Objectives

• *Build and grow* a cross-agency community of practice and culture of continuous improvement

• *Share and leverage continuous improvement* ideas, process improvement methods, project management practices, standard tools and training

• *Share agency project status* and seek ideas from community to overcome any impediments to progress
GEAR Portfolio

• Raise profile of the many projects -- continuous improvement and other -- planned and active statewide by creating a GEAR Program portfolio

• Incorporate projects documented in GEAR Annual Report
  – Project summary, priority and status

• GFT member agency projects incorporated

• Program portfolio to be kept current throughout year
GEAR Portfolio

• 11 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio

• Project initiatives classified consistent with GEAR Annual Report format
  
  – Project Health
    • Green Project performing to plan
    • Yellow Project experiencing manageable challenges
    • Red Project experiencing significant issues
    • Gray Project being assessed or has been withdrawn
    • Blue Project complete

  – Project Priority
    • 1 High value/priority
    • 2 Significant value/priority
    • 3 Opportunity for consideration

• 99 total projects – only 2 projects experiencing issues (red status)
# GEAR Portfolio Projects by Organization

<table>
<thead>
<tr>
<th>Organization</th>
<th>Count</th>
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<tbody>
<tr>
<td>DHSS</td>
<td>15</td>
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<tr>
<td>DDL</td>
<td>1</td>
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<tr>
<td>Judicial Branch</td>
<td>11</td>
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<tr>
<td>DOE</td>
<td>7</td>
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<tr>
<td>DNREC</td>
<td>9</td>
</tr>
<tr>
<td>ESD*</td>
<td>46</td>
</tr>
<tr>
<td>GEAR P3</td>
<td>4</td>
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<tr>
<td>GEAR</td>
<td>6</td>
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</tbody>
</table>

*Enterprise Services Delivery team includes:*
- OST
- DOF
- DTI
- DHR
- OMB/OSPC
- Auditor of Accounts
GFT Presentations

1. American Rescue Plan                Deanna Bledsoe, OST
2. eBoards                            Win Abbot, DNREC
3. Dashboard                          Brian Calio, DHSS
4. Communities of Excellence          Elizabeth Emerson, DDL
American Rescue Plan Act (ARPA)
Fund Distribution Project

Project Manager:
Liza Davis, Deputy Treasurer
Office of the State Treasurer
July 27, 2021
ARPA Overview

- President Biden signed the American Rescue Plan Act (ARPA), the $1.9 trillion economic stimulus package on March 11, 2021.
- OST received ~ $45M in Coronavirus State and Local Fiscal Recovery Funds on May 28, 2021.
- OST was responsible for distribution of ARPA funds to Delaware’s 55 non-county, non-metropolitan governments - Non-Entitlement Units (NEUs) by June 28.

Timeline:
- ARPA signed into law: 03/11/21
- OST received 1st tranche of ARPA Funds: 05/28/21
- OST distributed 100% of funds to NEUs: 06/25/21
- Deadline to distribute funds to NEUs: 06/28/21
## Our Plan

<table>
<thead>
<tr>
<th>Communications</th>
<th>Data Collection</th>
<th>Investment and Management of Funds</th>
<th>Fund Distribution</th>
<th>Reporting and Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Getting the word out</td>
<td>✓ Getting the necessary information in</td>
<td>✓ Investing and safeguarding the funds until we were ready for distribution</td>
<td>✓ Getting the funds to the municipalities</td>
<td>✓ Transparency and documentation of our process</td>
</tr>
</tbody>
</table>
Challenges

Local Governments had varying levels of financial sophistication

About half of Non-Entitlement Units were not registered to receive ACH payments from the state.

Needed to collect different data points, signatures

Time & Timing – Short project timeline. Additionally, June 11 is the standard lockout date for FSF. Cooperative effort with Division of Accounting allowed us to make payments outside of the usual window.

Learning curve on new and dependent technologies
What Does Success Look Like?

1. Distributing 100% of payments on time
2. Strengthening team dynamics (across agencies)
3. Adopting new technologies for efficiency, accuracy, transparency, and expediency to minimize time impact to Treasury staff during critical time of year
4. Building positive relationships between the State and Municipalities; providing a Best-In-Class experience
5. Printing as few paper checks as possible
6. Developing a process roadmap for reference and potential future use
Success is a TEAM Effort

OST Team

- Communications (phone calls, emails, web updates, etc.)
- DAG (interpret guidance and ensure processes were consistent w/guidance)
- Controller (approves payments)
- Special Payments Manager (initiated payment)
- Technology

** Approximately 30% of OST staff played a part in this project

Partner Agencies Teams

- GIC – created web form that allowed budget attachment
- Division of Accounting FSF Team – worked with Treasury to extend the lockout period to make payments
- Division of Accounting eSupplier Team – worked directly with NEUs providing technical assistance to get them signed up for ACH in eSupplier Portal
- DTI - assisted with implementation of e-Signature and transparency dashboard
### Our Plan in Action – Then vs. Now

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</thead>
<tbody>
<tr>
<td>- Email (Outlook)</td>
<td>- Online survey form (Survey Monkey)</td>
<td>- ARPA funds commingled in existing bank account</td>
<td>- Not confident 100% of funds distributed on time.</td>
<td>- No reporting</td>
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<tr>
<td>- Centralized hub for communications and real-time collaboration and file versioning (Teams)</td>
<td>- Professional Web form with file attachment and data export (Formstack)</td>
<td>- Leveraged relationship with new banking partner (JPMC) to setup standalone account for the funds to be temporarily parked while distribution was pending</td>
<td>- Request for deadline extension.</td>
<td>- Less formal documentation stored on a network share</td>
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<td>- E-Signature without workflow (Adobe Pro)</td>
<td>- This promoted a cleaner audit trail</td>
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<td>- 100% distributed within 28 days</td>
<td>- Transparency dashboard <a href="http://de.gov/arpa">http://de.gov/arpa</a> (Power BI)</td>
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<td>- 93% via ACH</td>
<td>- Preservation of institutional knowledge and project playbook (ARIS)</td>
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<td></td>
<td>- 7% via paper check</td>
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<td></td>
<td>- 75% w/in 14 days</td>
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<td></td>
<td>- 95% w/in 21 days</td>
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<td></td>
<td>- 100% w/in 26 days</td>
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<td>- Delaware is one of only two States who did not request an extension</td>
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Our Ask of the GEAR Board

Help us build awareness of emerging technologies and their implementations

Continue to support initiatives such as the GEAR Field Team where agencies can exchange ideas
Department of Natural Resources & Environmental Control

Division of Water

Standardization of Advisory Board Communication Practices
• **Problem:**
  – Risk of Department adverse actions being overturned on appeal, because of a lack of due process and consistent practices (eg. license revocation)

• **Objectives:**
  – Establish procedures for communications and conduct of Advisory Boards that are FOIA compliant, predictable and transparent (ref. DOJ FOIA Training slides)
    • Communications: agenda and meeting minute templates address legal requirements
    • Conduct: specify verbiage to be used when recommending licensure, suspension or revocation
    • Predictability and transparency: On-schedule postings, established policies regarding release of Personally Identifiable Information (PII)

• **Outcomes:**
  – Training of Board members and coordinators re: FOIA and related protocols
  – Adoption of common platform for communication (EBoard Solutions)
  – Adoption of templates in order to establish consistency
  – Development and adoption of policies not prescribed in the Administrative Code (pending)
Problem, Objectives, Outcome

Problem
Risk of Department adverse actions being overturned on appeal, because of a lack of due process and consistent practices, e.g. license revocation

Objectives
Establish procedures for communications and conduct of Advisory Boards that are FOIA compliant, predictable and transparent (ref. DOJ FOIA Training slides)
• Communications: agenda and meeting minute templates address legal requirements
• Conduct: specify verbiage to be used when recommending licensure, suspension or revocation
• Predictability and transparency: On-schedule postings, established policies regarding release of Personally Identifiable Information (PII)

Outcomes
• Training of Board members and coordinators re: FOIA and related protocols
• Adoption of common platform for communication (EBoard Solutions)
• Adoption of templates in order to establish consistency
• Development and adoption of policies not prescribed in the Administrative Code (pending)
Project Scope

Water Well Licensing Board
- The Water Well Licensing Board advises and assists the Division of Water in the procedures and guidelines for licensing professionals in the well drilling professions. The Board is established in the Regulations For Licensing Water Well Contractors, Pump Installer Contractors, Well Drillers, Well Drivers, And Pump Installers.

On-Site Systems Advisory Board
- The On-Site Systems Advisory Board reviews and approves professional training requirements and courses for the groundwater discharges licensing program and makes recommendations for licensing decisions by the Department. The Board is established in the Regulations Governing the Design, Installation and Operation of On-Site Wastewater Treatment and Disposal Systems.

Board of Certification for Wastewater Operators
- The Board of Certification for Wastewater Operators advises and assists the Division of Water in the administration of the Delaware Licensed Wastewater Operator certification program. The Board is established in the Regulations for Licensing Operators Of Wastewater Facilities.

Delaware Administrative Code
Title 7 Natural Resources and Environmental Control

Example of authority and lack of prescriptive guidance

Water Well Licensing Board
3.2 Board Responsibilities. The Board, with the consent of the Secretary, shall establish and administer such procedures and guidelines as may be necessary for licensing any person involved in contracting for and the construction, abandonment or repair of wells or in contracting for and the installation, removal, maintenance, modification or repair of pumps in and for wells, including:
3.2.1 Developing application forms
3.2.2 Developing examinations
3.2.3 Reviewing applications for adherence to the requirements of these regulations.
3.2.4 Examining candidates
3.2.5 Recommending the granting, renewal or denial of licenses
3.2.6 Recommending the suspension or revocation of licenses
**What is being done to advance this project currently?**

**EBoard Solutions (Phase I)**

- Communication platform adopted by Licensing Coordinators for use in developing agendas and posting notices to the Delaware Public Meetings Calendar;
- Communication platform training for licensing coordinators completed;
- Templates and timing of Public Notices – consistent and FOIA-compliant
Challenges

What are potential obstacles to the next steps or to the project as a whole?

1) Difficulty selling “risk mitigation” – like insurance, there is no “reward”. The learning curve/change management challenges offer minimal return to those with the heaviest lift;

2) Board members are volunteers and will likely be less inclined to adopt technology (some may not have the ability);

3) Acceptance and Implementation, across all Divisions and at the Department level.
What, if anything, does the project need or want from the GEAR Board that will help make this project succeed?

• Awareness -- No needs from the GEAR Board (platform license is budgeted within the Department)

• Implementation responsibility is within the Division of Water and to carry forward best practices, to other divisions and to coordinate with the Department
Department of Health and Social Services

The DHSS Strategic Plan
DHSS Strategic Plan -- Dashboard Objectives

• Share planning tools and dashboards across divisions
• Data will drive the Department’s decision-making
• Establish Department-level program performance and evaluation metrics
• Build data analytics and decision-making capacity and competence at the enterprise level and within each division
DHSS Dashboard Project: Overview

• The goal is to create a data gathering and reporting process that addresses objectives in the DHSS Strategic Plan

• The solution will be a Department wide Dashboard that will graphically report Key Process Indicator (KPI) data from 11 Divisions and support data driven decision making

• Make the work we do visible
Challenges

• DHSS has 11 Divisions, and ~ 4,000 staff
• Identifying the most important data
• Identifying the best means of collaboration
• Developing a successful prototype during the time of competing priorities
• Changing the culture from tactical reactive task management to strategic data driven problem solving and planning
In Progress

• DHSS has 11 Divisions, and ~ 4,000 staff
  – Start with DSAAPD and DMS, then expand
• Identifying the most important data
  – Identify the KPIs
• Identifying the best means of collaboration
  – Use TEAMS
• Developing a successful prototype during the time of competing priorities
  – Yes—use Excel
• Changing the culture from tactical reactive task management to strategic data driven problem solving and planning
  – TBD...This is one step in a long journey
In Progress

Staff enter their monthly KPI data in TEAMS on this Excel tab.
What's Next?

• Build awareness of the value of dashboards
• Choose the correct time to prioritize the launch of the DHSS Dashboard
• Dashboards are a leverageable, scalable, continuous improvement tool which support performance measurements
Department of State
Division of Libraries

Creating a Seamless Statewide System

Delaware Communities of Excellence

Project owner: Dr. Annie Norman, State Librarian
Overview

Seamless Services for Delawareans

• State Agencies, DE Libraries, and non-profits coming together as a statewide ecosystem to provide services that are easier to access, equitable, cost effective, and provide measurable impactful results.

• DDL joined the national COE2026, serving as backbone agency for DE Partners with an initial focus on equity through literacy.

• Literacy Delaware, Sussex County Health Coalition, & DNREC are charter members of DE COE.


• DE Library Consortium, established in the DE Code by Governor Carney, includes 70 public, academic, special, and school libraries.

• DOS/DDL worked with DHSS to keep the DHSS Library open; now integrated in the DE Library Consortium.

• DE Libraries joined the UniteDE platform to provide seamless referrals to social services.
• **DDL and Kids Count** are identifying indicators to establish a dashboard for the literacy continuum.

• **DDL and Literacy Delaware** are launching NorthStar Digital Literacy through DE Libraries, providing free training and certification programs for Delawareans.

• **DE Libraries** are encouraging DE Partners to join the UniteDE referral platform.

• **DE Libraries Dolly Parton’s Imagination Library (DPIL)** provides free monthly books to children birth to 5: all Delawareans under 5 are eligible. Currently almost 30% of Delaware children are registered (more than 15,500 individuals) and 2,463 have graduated.

• **DE Libraries** are developing/coordinating reference services for DOC inmates.

• **DE Libraries and DOE** are partnering to share seamless year-round access to eBooks for children and youth through the OverDrive Sora student reading app.
Next Steps

• Make connections across State Agencies and with public/private organizations in Delaware through DE COE.
• Review the literacy landscape to identify gaps in services and/or data, and additional partners.
• Implementation of DE COE key partner recruitment plan.
• Expand the literacy dashboard to track literacy through adulthood.
• Recruit Literacy DE volunteers to support NorthStar services.
• Schedule DNREC Environmental Literacy presentation for expanding into other literacies.
Challenges

• Coordination across state departments is currently ad hoc; needs a systematic sustainable approach. Example: a seamless connection between school and public libraries to address reading scores.

• Lack of consensus among agencies regarding the value of a statewide system.

• Identification of appropriate performance measures and indicators.

• Information silos/absence of data/unknown data resources/access to real time data.

• Affordability of data collection, analysis, and dashboard development.
How Can You Help?

What do we need from the GEAR Board?

• Spread the word!

• Encourage agencies, especially those involved with literacy, to join forces with us.

• Encourage agencies involved with public services/socials services to join UniteDE.

• Support and promote agencies working together in a seamless system to provide more efficient, cost-effective services that are accessible to all Delawareans.
Thank You!

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More information
https://guides.lib.de.us/ld.php?content_id=62408731
• Open Topics Discussion – Board

• Public Comment
Contact

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