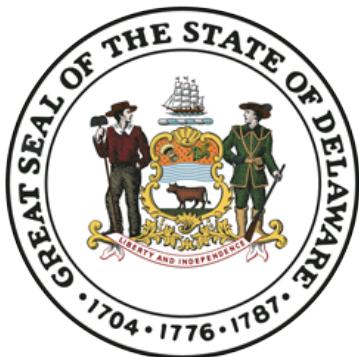


Government Efficiency and Accountability Review (GEAR)

GEAR24 Board Meeting

July 27th 2021



<https://GEAR.Delaware.gov/>

Agenda

30 min

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

90 min

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

Month	Date & Time	Location and/or Virtual
January	Weds, 1/13 at 10 am	Haslet
March	Tues, 3/16 at 10am	Carvel
May	Weds, 5/19 at 10am	Haslet
July	Tues, 7/13 at 10am	Carvel
September	Weds, 9/15 at 10am	Haslet
November	Tues, 11/16 at 10am	Carvel





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.

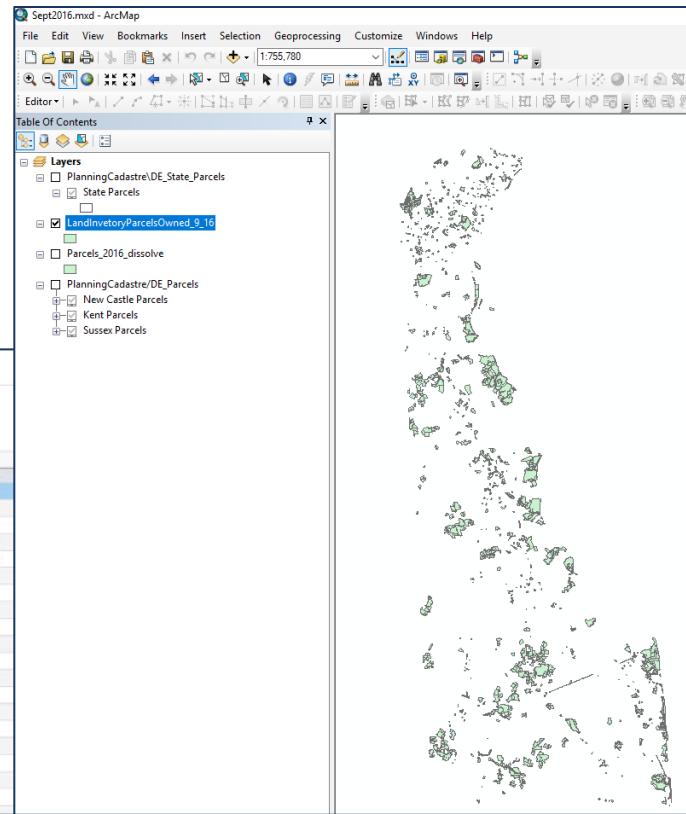
- Lack of centralized database / list can lead to inefficient and duplicative efforts to manage real property.
 - Shared lists represent a point in time, rather than real time data
 - Each agency / division develops their own database / list and procedures
 - New property acquisition / property disposition 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

State Land Inventory

Agency	ID Parcel	Tax Parcel (PIN)	Department Name	Division	DNREC File #	County	FACILITY	ACRES	Asset ID	Name of Seller
Agency: Table	143	0600400018	AG Dept			N	141 State Line Rd	0.6227		
Agency Buildings:	3008	0600400019	DeIDOT			N	139 State Line Road	0.3542		
Buildings:	1455	0601200040	Brandywine			N	Concord HS	49.0000000001783		
Agency Buildings:	3497	0601900002	DNREC	P&R	1991-01	N	Brandywine Creek State Park	10	Woodlawn Trustees	
Parcels:	3498	0601900014	DNREC	P&R	1997-19	N	Brandywine Creek State Park	10.54	Woodlawn Trustees	
Parcels : Table	1464	0602100084	DeIDOT			N	Naamans Rd	0.52		
Parcels Managed:	1465	0602100085	DeIDOT			N	Naamans Rd	0.034		
Property Managed:	1466	0602100088	DeIDOT			N	Naamans Rd	0.08		
Property Managed...:	1471	0602100149	Brandywine			N	vacant	0.29		
DeIDOT Develop...:	1472	0602100150	Brandywine			N	vacant	10.14	000000003770	
DeIDOT Develop...:	1473	0602100161	DeIDOT			N	Naamans Rd	0.2905	landlocked	
DeIDOT Develop...:	1479	0602200024	DeIDOT			N	2618 Naamans Rd E	1.0106		
State Authorities:	1482	0602200035	Brandywine			N	vacant	10.5	000000003765	
Authority Building...:	1497	0602200182	DeIDOT			N	Naamans Rd	5.32		
Authority Building...:	1499	0602300069	DeIDOT			N	Naamans Rd	0.22		
Leases:	1500	0602300071	DeIDOT			N	Naamans Rd	0.36		
Leases:	1501	0602300072	DeIDOT			N	Naamans Rd	0.48		
DNREC Data:	1502	0602300073	DeIDOT			N	Naamans Rd	0.48		
DNREC Data:	1503	0602300074	DeIDOT			N	Naamans Rd D P R I Gas Reg Unit	0.48		
DNREC Data:	3180	0603300084	DeIDOT			N	Naamans Rd D P R I Gas Reg Unit	0.3113		



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.



State of Delaware

GEAR Board Meeting

Department of Human Resources

July 27, 2021



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

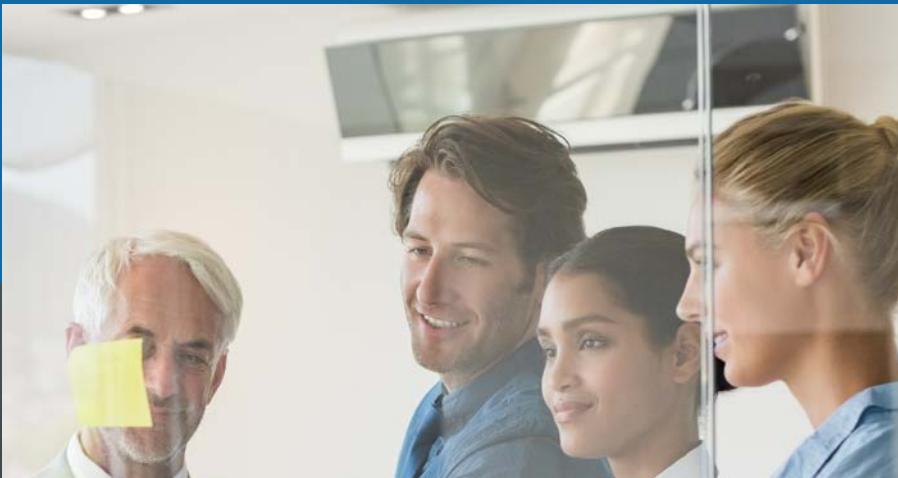
- Developed and managed COVID-related policies and procedures including leave, telework and guidance for employees reporting to work
- Expanded the State's Employee Assistance Program to cover all employees including temporary, casual seasonal, and benefit-eligible employees who are not currently enrolled 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



Looking Ahead



- 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



Challenges & Risks

- 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



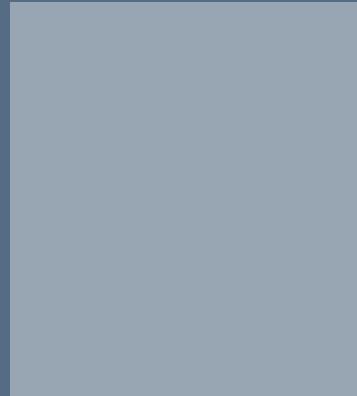
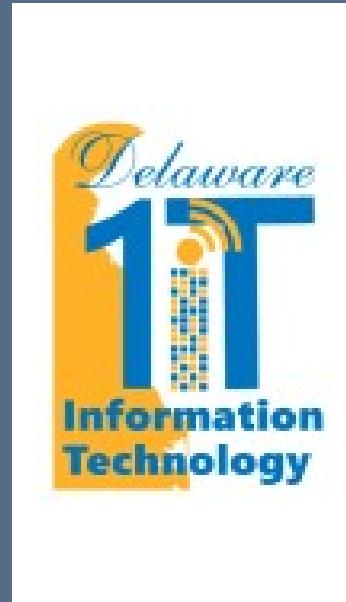
DTI

Information Technology Centralization (ITC)

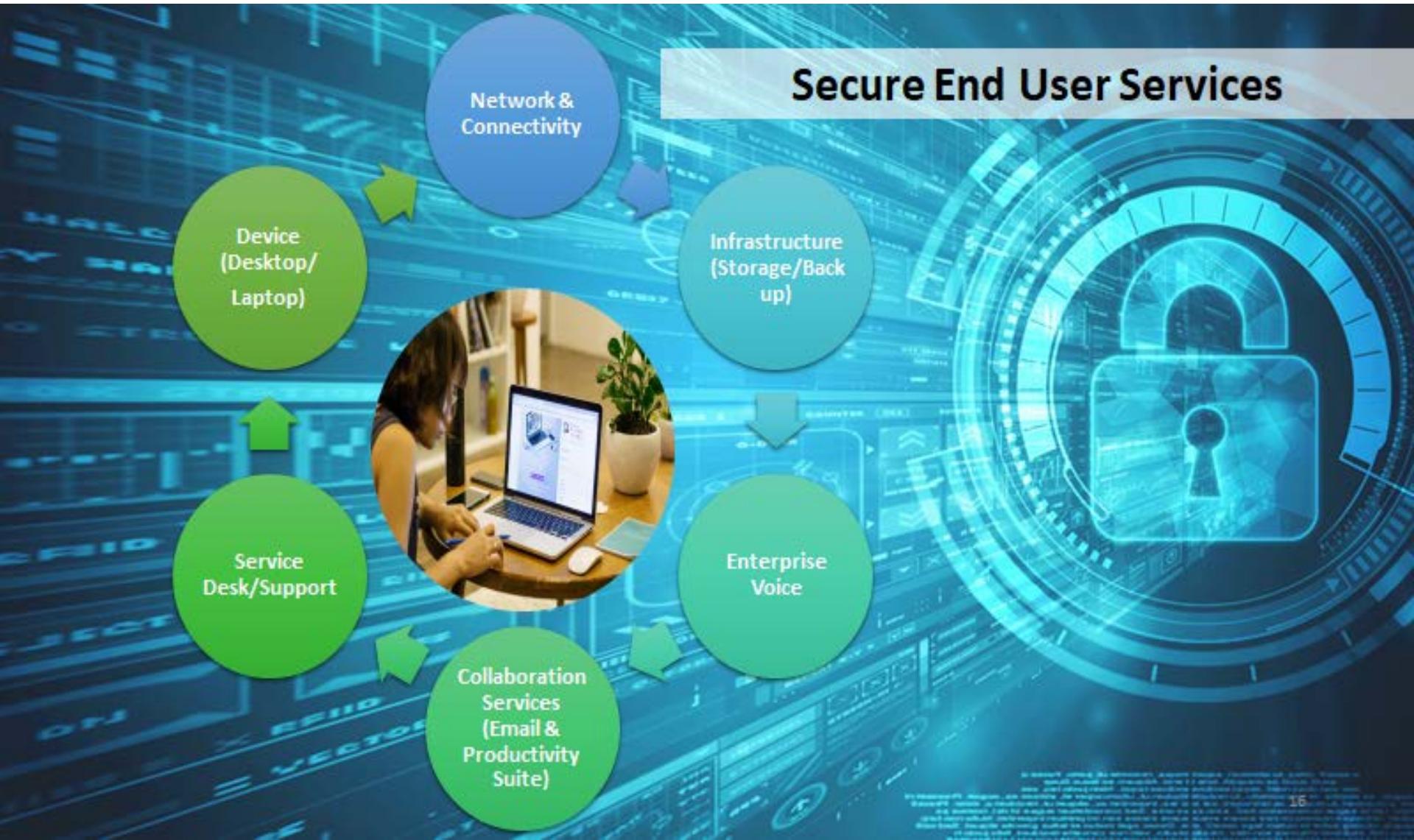
IT Centralization

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

<i>Key Deliverables</i>	<i>Achievements</i>
<ul style="list-style-type: none">Secure EUS service component definition with associated products, metrics, and SLAsAgency assessment data, impact analysis, recommendationsImplementation plan, schedule	<ul style="list-style-type: none">Service owner meetings and data compilation for Secure EUS definitionPreliminary review of OMB scope and resources
<i>Issues/Risks/Opportunities</i>	<i>Upcoming Activities</i>
<ul style="list-style-type: none">Delays created by pandemic response will require data revision by all agenciesDelays may create risk in agency where technology investments were deferred until post-ITCAny centralization activity executed prior to the cost model implementation will require DTI and agency funding.	<ul style="list-style-type: none">Summary report revision for OMB, DHR to focus on Phase 1, Secure EUSOMB meetings to review IT spend and staff reallocation planAgency re-engagement plan for FY'22-23



In Progress: Shared Services Model

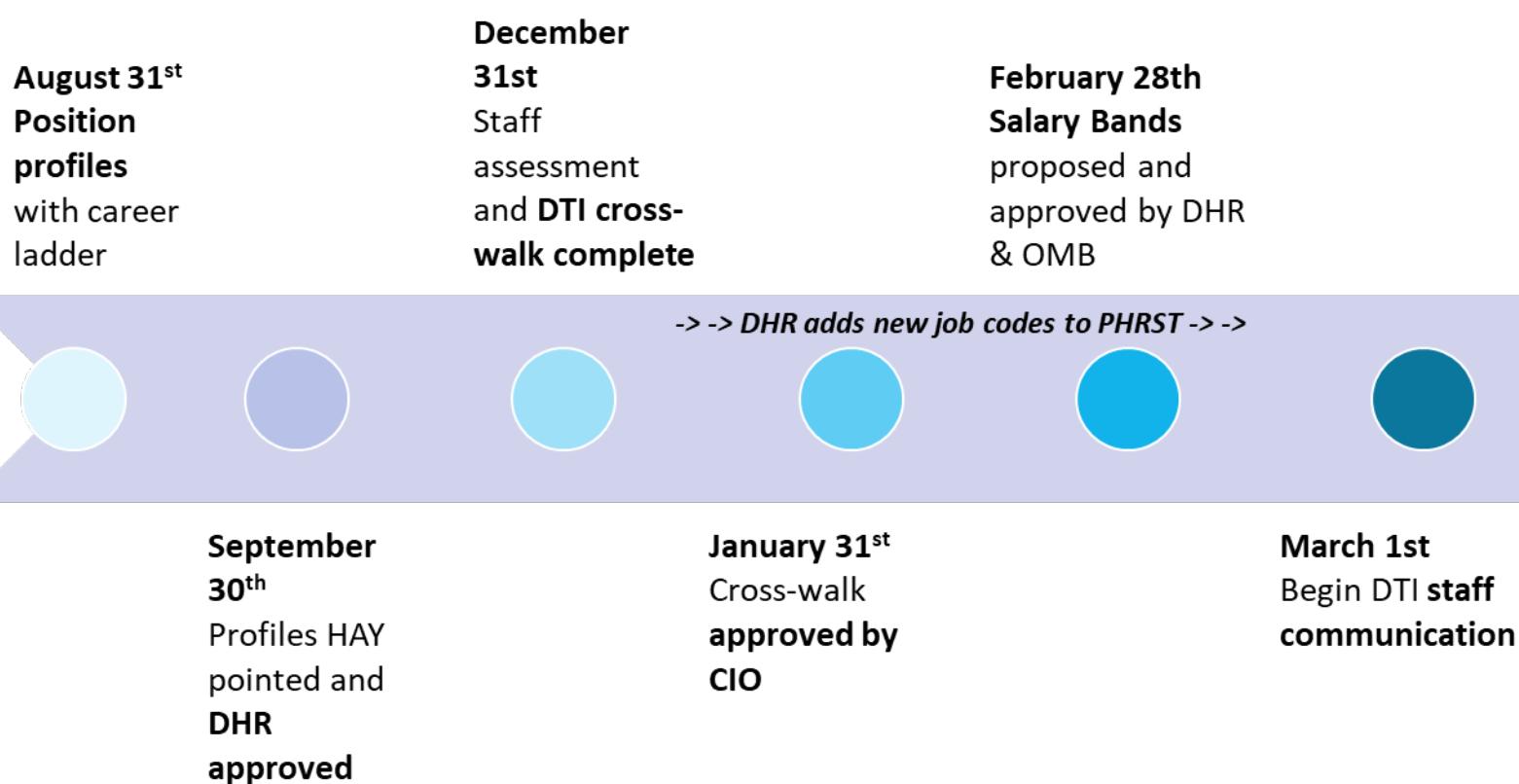
Objective

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.

<i>Key Deliverables</i>	<i>Achievements</i>
<ul style="list-style-type: none">• Develop a new Cost Model with associated Chargeback methodology for the IT support of all Executive Agencies• Produce and maintain a simplified Service Catalog• Creation and Implementation of Enterprise SLA's for all services presented in the Service Catalog	<ul style="list-style-type: none">• Developed framework of IT Service Cost Model and Rate Structure• Presented FY23 Phase I Cost Models to CIO (per person and consumption-based)
<i>Issues/Risks/Opportunities</i>	<i>Upcoming Activities</i>
<ul style="list-style-type: none">• Meeting OMB's FY23 Target Budget meeting timeline (Risk)	<ul style="list-style-type: none">• Complete Cost Model Manual to document cost model concept, source data, and rate calculation• Finalize FY23 Cost Model and Rates to support SEUS• Complete "As Is" vs. "FY23 Model" for impacted agencies

In Progress: Workforce Modernization (FY22)

Proposed Milestone Dates



GEAR Board Support

- **Funding Model** – Determine how the chargeback model is implemented (per person as an employee cost or per agency):
 - Most efficient approach that creates the least disruption (Agency responsibility or State responsibility?)
 - Considers GF and ASF funding models
 - Alleviates named resource model for service-based model
 - Promotes ability to scale with demand
 - Separates fixed costs from consumption-based costs
- **Transitioning of Resources** – Addressing the personnel challenge
 - Transferring FTE positions
 - Navigating funding differences (GF, ASF)
 - Avoiding the credit concept
 - Converting contractual positions when appropriate



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(302) 739-9500

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

• DHSS	15
• DDL	1
• Judicial Branch	11
• DOE	7
• DNREC	9
• ESD*	46
• GEAR P3	4
• GEAR	6

*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.

ARPA signed into law

03/11/21

OST distributed 100% of
funds to NEUs

06/25/21

05/28/21

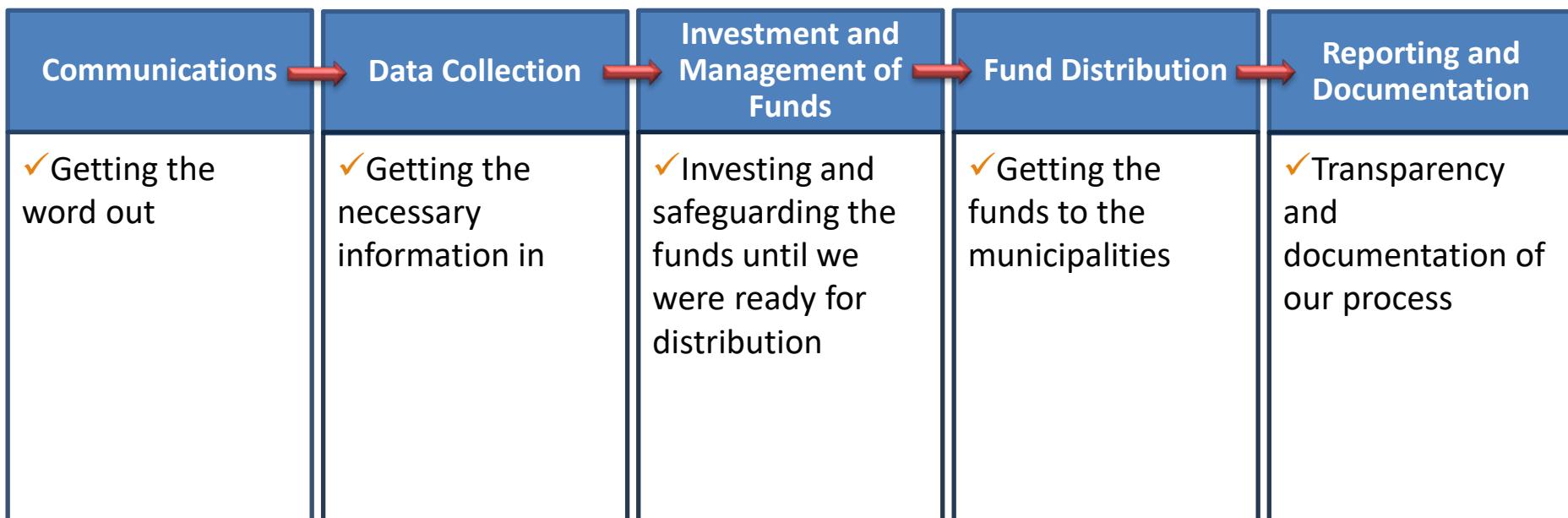
OST received 1st tranche of
ARPA Funds

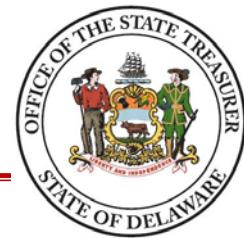
06/28/21

Deadline to distribute
funds to NEUs



Our Plan





Challenges

Local Governments had varying levels of financial sophistication

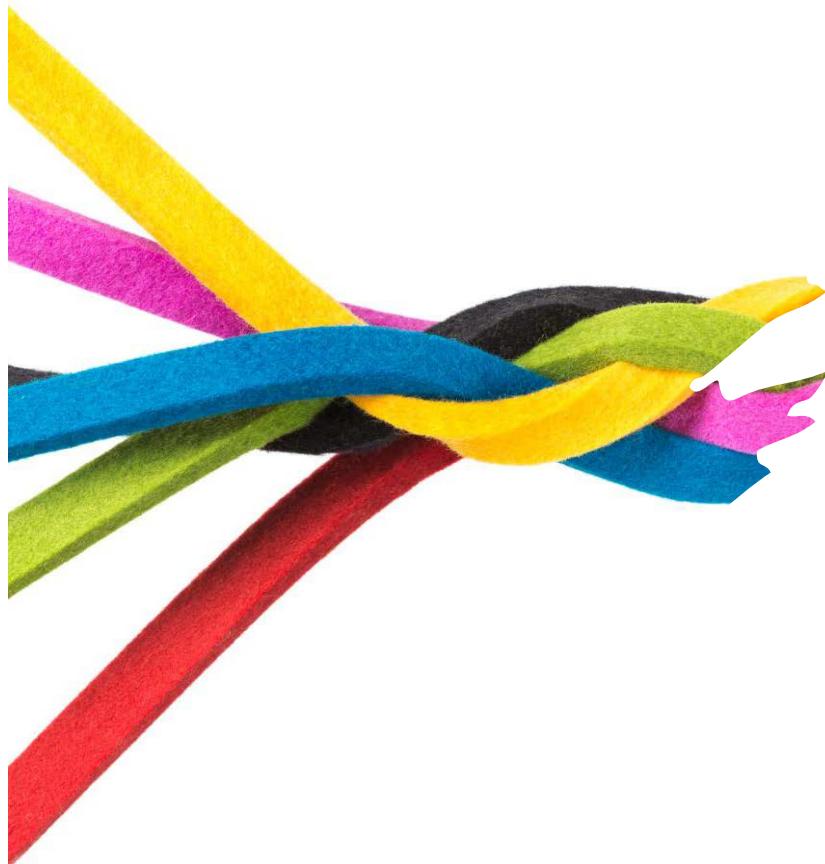
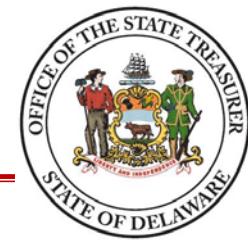
About half of Non-Entitlement Units were not registered to receive ACH payments from the state.

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



Communications	Data Collection	Investment and Management of Funds	Fund Distribution	Reporting and Documentation
<ul style="list-style-type: none">Email (Outlook)Centralized hub for communications and real-time collaboration and file versioning (Teams)	<ul style="list-style-type: none">Online survey form (Survey Monkey)E-Signature without workflow (Adobe Pro)Professional Web form with file attachment and data export (Formstack)E-Signature workflow with audit trail of history of document along with additional built-in communications, and dashboard (Adobe Sign)	<ul style="list-style-type: none">ARPA funds commingled in existing bank accountLeveraged relationship with new banking partner (JPMC) to setup standalone account for the funds to be temporarily parked while distribution was pendingThis promoted a cleaner audit trail	<ul style="list-style-type: none">Not confident 100% of funds distributed on time.Request for deadline extension.100% distributed within 28 days<ul style="list-style-type: none">93% via ACH7% via paper check75% w/in 14 days95% w/in 21 days100% w/in 26 daysDelaware is one of only two States who did not request an extension	<ul style="list-style-type: none">No reportingLess formal documentation stored on a network shareTransparency dashboard http://de.gov/arpa (Power BI)Preservation of institutional knowledge and project playbook (ARIS)

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 , Objectives, Outcomes

- **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

Project In Progress



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.

GEAR Board



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



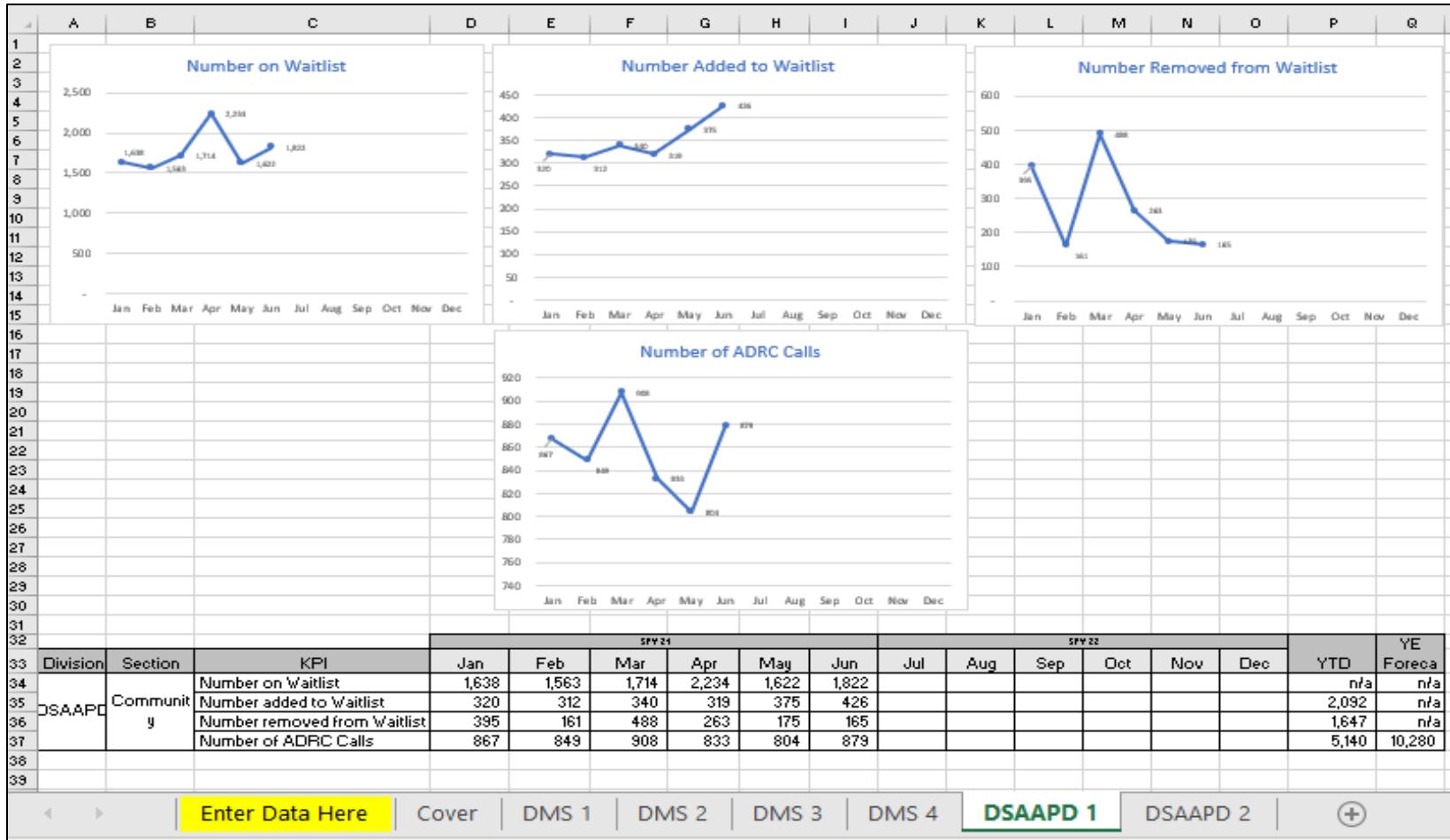
- DHSS has 11 Divisions, and ~ 4,000 staff
 - Start with DSAAPD and DMS, then expand
- Identifying the most important data
 - Identify the KPIs
- Identifying the best means of collaboration
 - Use TEAMS
- Developing a successful prototype during the time of competing priorities
 - Yes—use Excel
- Changing 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

In Progress



DHSS Dashboard





**Dashboard Report
of the
Delaware Department of Health and Social
Secretary Molly Magarik**

"The achievements of an organization are the results of the
efforts of each individual." — Vince Lombardi

For the Month Ending:
June 30, 2021

Questions? Contact Brian Clegg
Call 302.463.2148

DMS

Month	Category	Value
Jan	Work Orders Completed	120
Feb	Preventive Maintenance Work Orders Completed	130
Mar	Covid-19 Work Orders Completed	140
Apr	Helpdesk Calls Received	150
May	Helpdesk Tickets Closed	160
Jun	Enterprise Operations	170
Jul	Tier 1 Incidents	180
Aug	ESPP Bid Openings	190
Sep	PODs Processed	200
Oct	Documents Issued	210
Nov	Library Website Visits	220
Dec	Electronics Resource Utilization	230
Jan	New Hires	240
Feb	Separations	250
Mar	FY 21 Total General Funds Budgeted vs. Expended	260
Apr	Variance: FY 21 Total General Funds Budgeted vs. Expended	270
May	YTD Variance: FY 21 Total General Funds Budgeted vs. Expended	280
Jun	General Fund Salary Projection Includes Those Being Processed	290
Jul	General Fund Salary Projection Excludes Those Being Processed	300

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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.
- UD Institute for Public Administration report Mapping Basic Needs: Asset Mapping Shows Need and Opportunity for Streamlined Service Provision (2019).
- 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.

In Progress



- **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!



Project Team Members

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Beth Emerson Elizabeth.Emerson@Delaware.gov

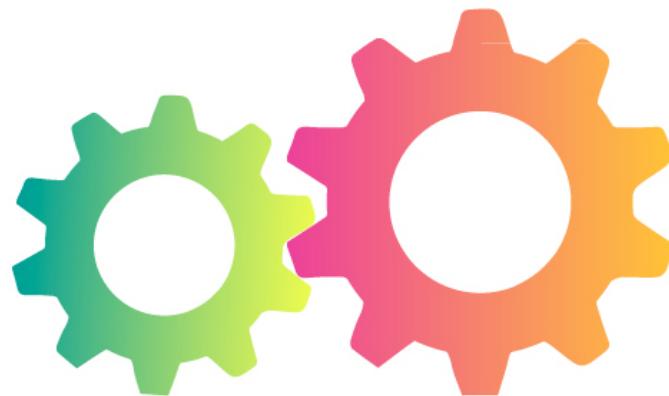
Sheri Brown Sheri.Brown@Delaware.gov

More information

https://guides.lib.de.us/lد.php?content_id=62408731

- 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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