

# Government Efficiency and Accountability Review (GEAR)

GEAR26 Board Meeting  
November 16<sup>th</sup> 2021



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

# Agenda

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15 min

1. Introductions/Roll Call
2. Old Business
  - Review and Approve Minutes

3. 2022 Schedule
4. New Business

90 min

5. 2021 GEAR Annual Report highlights
6. Enterprise Services Delivery
7. GEAR Field Team
8. Open Topics Discussion – Board
9. Public Comment
10. Adjourn

# Introductions

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## Roll Call

# Old Business

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## Review/Approve Minutes from Prior Board meeting

*Final draft version sent to Board for review November 8<sup>th</sup>, 2021*



# Old Business

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## 2021 GEAR Board Schedule

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

# New Business

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## 2022 Board Meeting Schedule (proposed)

- Tuesday January 11 10:00 a.m.
- Wednesday March 16 10:00 a.m.
- Wednesday May 18 10:00 a.m.
- Tuesday July 12 10:00 a.m.
- Tuesday September 13 10:00 a.m.
- Wednesday November 16 10:00 a.m.

Meetings will be held both in person and virtually.  
Detailed information will be provided prior to meeting date.

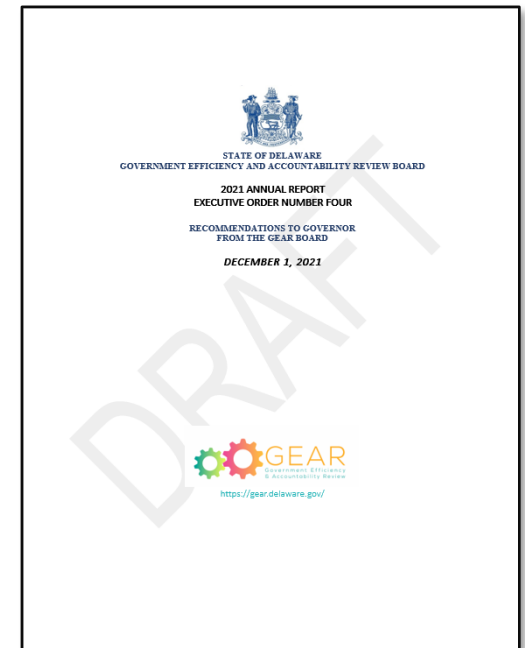
*Please contact Bobbi DiVirgilio at 302-577-8546 or [bobbi.divirgilio@delaware.gov](mailto:bobbi.divirgilio@delaware.gov) for more information*



# New Business

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- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Task Force continue regular meetings
- Cohort #2 of GEAR Continuous Improvement Practitioner (CIP) in training. Recruit cohort #3 soon
- GEAR Annual Report
  - Review highlights
  - Board vote to accept draft

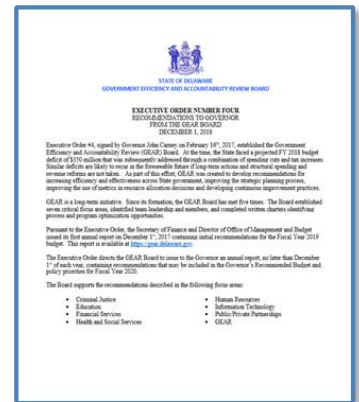


# GEAR Annual Report

- In 45 pages we described the State's many continuous improvement and project management achievements, including recommendations for the Governor's consideration
- Report successfully emphasized quantifiable outcomes
- Narratives provided by all Board member agencies through GEAR Enterprise Services Delivery, Field Team, P3 Task Force, and Judicial Branch
- Expected to be published first business day in December

## Schedule

Sept-Oct	Met with teams and accepted contributions to report
Nov 9 <sup>th</sup>	Draft completed, Board reviews
Nov 16 <sup>th</sup>	GEAR Board review and approval vote
Nov 19 <sup>th</sup>	Final comments due from Board
Nov 29 <sup>th</sup>	Final version mailed to Board
Dec 1 <sup>st</sup>	Report posted on GEAR website



# GEAR Annual Report

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## Examples of Quantification

- Before vs After:
  - Total cost of operation
  - People time/hours or involved people count
  - Complexity reduction/simplification
  - Reduction in number process steps
  - Quality of service metrics
  - Velocity of process
  - Project management methodologies used to deliver project on time, on budget
  - Customer satisfaction
  - Reduction in errors
  - Return on investment
  - Fixed cost reduction
  - Top line growth
  - Increased competitive advantage
  - Asset reutilization
  - Raw materials volume or cost

# GEAR Annual Report Structure

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- Executive Summary
- Main body of report:
  - GEAR Program Management Team
  - GEAR Public/Private Partnership task force
  - Enterprise Services Delivery team
  - GEAR Field Team
  - Education / EdGEAR

# GEAR Program Management

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- Drive Continuous Improvement Practitioner (CIP) Training and Development
- Grow the GEAR Field Team (GFT)
- Create Enterprise Services Delivery Team (ESD)
- Support the Ready in Six Initiative (Ri6)
- Connect GEAR to Employee Recruiting

# Enterprise Services Delivery

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## Enterprise Services Delivery Team

- *Plan for Replacement of Enterprise-Wide Computer Applications*
- *Ensure Transparency in the Use of COVID-19 Funds Allocated to Delaware*

## Office of State Treasurer (OST)

- *Support the Evolution of Digital Government*

## Office of Management and Budget and Department of Finance

- Lower Lease Costs and Restructure Lease Program
- Streamline Financial Services Workloads, Payment Flows and Training

## Office of Management and Budget, Office of State Planning Coordination

- Improve Data Integration and Mapping

## Department of Finance

- Implement an Integrated Revenue Administration System (IRAS)

## Department of Technology and Information (DTI)

- Drive Information Technology Centralization (ITC)
- *Build Upon Pandemic Response IT Initiatives*

# Enterprise Services Delivery

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## Department of Human Resources (DHR)

- Centralize Human Resources
- Implement Web-Based One Stop for Employees
- Centralize Policies and Procedures
- *Implement COVID 19 Vaccination and Testing Certification*
- Centralize Timekeeping Implementation
- Centralize Classification, Recruitment, Hiring, Onboarding and Off-boarding System
- Modernize and Automate Numerous HR Systems
- Reduce Healthcare Costs
- Recognize Employees
- *Expand Leadership Training Opportunities*
- Streamline HR Processes Using Lean Principles

# GEAR Field Team

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## Judicial Branch

- Reduce Debt Burden for Ex-Offenders Implement Web-Based One Stop for Employees
- Continue E-filing, Case Management and Document Management Initiatives

## Department Of Health And Social Services (DHSS)

- *Consolidate and Modernize Long-Term Care (LTC) Facilities*
- *Optimize Psychotropic Medication Use in Long-term Care (LTC)*
- *Implement Person Centered Care (PCC) Models*
- Save Energy Costs
- *Optimize Fleet Utilization*

# GEAR Field Team

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## **Department Of Natural Resources And Environmental Control (DNREC)**

- Inventory Existing Business Processes
- *Incorporate Environmental Justice (EJ) in Everyday Work*
- Standardize Document Management across the Department
- Modernize Online Services

## **Delaware Division of Libraries**

- *Build Delaware Communities of Excellence (DECOE) – Year 1*

## **Delaware Services For Children, Youth & Their Families (DSCYF)**

- *Streamline the Service Integration Fund Process*

## **Education GEAR (EdGEAR)**

- Promote EdGEAR

# GEAR Board Action

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- Motion to approve Annual Report subject to final edits
- Reminder: Any final edits due from Board members/designees by November 19
- Communicate to Bryan and Chuck

# Deep Dives

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## Enterprise Services Delivery Team

# Overview

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- 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.
- 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.
- 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.

# Operations

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Enterprise-wide projects being undertaken by GEAR ESD entities (see also project portfolio spreadsheet for complete list of the 49 ESD projects):

- Planning Upgrade/Replacement Computer Systems (ESD)
- Document Management (ESD)
- Coronavirus Funding Tracking/Transparency (ESD)
- Integrated Revenue Administration System (IRAS) (DOF)
- Centralized State Land Inventory Database (OMB/OSPC)
- Data Integration/GIS Coordination (OMB/OSPC)
- Internal Controls (AOA)
- Targeted Real Estate Lease Renegotiation (OMB/DFM)
- Still addressing several finance processes and government accountability

# Planning Upgrade/Replacement Computer Systems

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Long-term: Planning for the upgrade and/or replacement of enterprise-wide computer systems (e.g., FSF, PHRST, IRAS). Systems to be migrated to the Cloud in a few years and replaced by the end of the decade.

- FSF and PHRST working with InfoTech to determine readiness to move to the Cloud, obstacles that might hinder this migration (e.g., customizations to systems) and cost estimates.
- Ideally, will be seeking funding allocated for change management to address the customizations: prepare users for alternative processes and preparing agencies for the coming changes associated with migration to the Cloud.
- Setting aside funds in FY 2023 Governor’s Recommended Budget will require knowing dollar amounts and potential resources. To this end an Executive Sponsors Group (to include DHR) meeting will need to be convened in November.
- This is an opportunity to address FSF, PHRST, DHR system needs and the larger Digital Government project.

# Document Management

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Short-term: Make document signing processes more efficient for faster turn around time for signing, sending, storing and retrieval.

- DTI sponsoring an initial pilot project, DelSign, initial cost \$386,000 for 165,000 transactions (\$2.34 per transaction) for three-year pilot period. Agencies using this, or another system, include OPEN, DHSS, and DNREC. DTI has seen an uptick in the use of DelSign as well as some new workflows, would like to see more organizations shift workflows to automated signatures where needed.
- GEAR will work with DTI and other agencies to identify high frequency, high irritation document signing processes, as well as look at which documents need to be signed or not, then catalog, prioritize, improve or remove them. DHR has completed the review of its documents, most do not require a live signature (can accept digital signatures).

# Coronavirus Fund Tracking/Transparency

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Short-term: Coronavirus federal funding estimated allocation and spending reporting. Seeking to support a searchable way of tracking allocations to and payments by Delaware's state and local governments.

- Coronavirus Relief Fund (CRF) dollars tracked at OGOV/DOF COVID-19 Relief and Support. Tracking leveraged with the on-line checkbook, Socrata reporting tool and FSF data to publicly disclose spending information for these funds.
- The State and New Castle County have websites where every CRF payment the State and NCC made can be tracked and reported. Issue is this level of tracking and reporting not available for the smaller units of local government.
- American Rescue Plan Act (ARPA) funds tracked by Auditor of Accounts Project: Gray Fox Initiative. Using OpenGov local governments will enter their data once a week, school districts and State agencies will pull their data from FSF and then enter it.
- Currently, Project: Gray Fox has 15 (of 55) local government units signed up. If necessary, alternatives arrangements could be instituted—ask local governments to send links to their webpages or the link to the federal reporting website to the State for placement on its website.

# IRAS - Integrated Revenue Admin System

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- Replace DOR legacy infrastructure and (100+) systems with modern systems
- Improve security and provide better single view of the taxpayer
- Solution implemented in 3 major releases over 5 years
- 1,500 business and technical requirements to be implemented
- Oversight through clearly defined governance and project management processes
- Comprehensive software testing program
- Project kickoff occurred on July 15, 2019
- Currently in Release 2 – Personal Income Taxes

# Detailed Release Scope - 3 Releases

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## Release 1 – Live in 2020

- Business Related Taxes
  - Business licenses
  - Gross receipts
  - Commodities Tax
- Trust Fund Taxes
  - Withholding Tax
  - Use Tax on Leases of Tangible Personal Property
  - Realty Transfer Tax
  - Public Accommodation Tax
  - Public Utilities Tax
  - E-911 Surcharge
  - Manufactured Home Trust Fund Payments

## Release 2 – Late 2022

- Income Taxes - Personal Income Tax
- Estate Tax

## Release 3 – Late 2023

- Income Taxes
  - Pass-Through Entities - Partnerships
  - Pass-Through Entities - Fiduciary Income Tax - Estates and trusts
- Corporate income tax
  - Headquarters Management Corporation, in lieu of corporate income tax
  - Pass-Through Entities - S corporations

# IRAS – Current Progress

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- Public-facing portal (<https://tax.Delaware.gov>) live since November 2020
  - To date, more than 105,000 returns have been filed through the portal and more than \$237 million in payments received.
  - Realize significant reduction in paper filings, reduces manual processing freeing up personnel for higher-value, revenue-generating activities
- August 2021 pilot project for collecting public accommodations tax began
  - Hotels/motels in one county and one municipality testing use of one system to pay tax to multiple entities
  - DOR reaching out to DOL to see if IRAS can be leveraged to modernize State's Unemployment Insurance tax collection system

# Deep Dive

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# Human Resources Services Delivery

DHR Deep Dive Presentation to GEAR  
November 16, 2021



# Department of Human Resources

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- Projects focus on five areas
  1. Centralizing and standardizing the delivery of services.
  2. Modernizing the delivery of services using technology.
  3. Reducing health care costs.
  4. Training, developing and recognizing the great work of employees.
  5. Streamlining human resources processes using process improvement strategies.
- Initiatives underway
  - Automating the Delaware Learning Center Helpdesk
  - Providing LGBTQ+ tool kits and the ability to request preferred first names
  - Creating trauma-awareness training
  - COVID-19 Vaccination and Testing Certification and Verification





# Modernize Human Resources Delivery

## Overview

- Centralized Timekeeping
- Delaware Learning Center Help Desk
- Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System
- Electronic Employee Records
- Labor Relations Salesforce System Review
- Classification/Compensation Workflow Tracking System
- Employee Relations Business Process Tracking

*"We must do things differently than we've always done them and find smarter ways to operate more efficiently..."*  
- Governor Carney



# Modernize Human Resources Delivery

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## Progress

- Centralized Timekeeping
- Delaware Learning Center Help Desk
- Electronic Employee Records
  
- Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System
- Labor Relations Salesforce System Review
- Classification/Compensation Workflow Tracking System
  
- Employee Relations Business Process Tracking





# Modernize Human Resources Delivery

## Next Steps

Project	Details
Centralized Timekeeping	Implement Phase VI agencies
Delaware Learning Center Help Desk	Final Quote and SOW from Vendor expected 11/22/2021
Electronic Employee Records	Schedule meeting to review quote
Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System	Finalize gap analysis
Labor Relations Salesforce System Review	Review of Step 3 grievance web request form and requirements
Classification/Compensation Workflow Tracking System	Last meeting 10/26; pending final review of requirements and forms by workgroup
Employee Relations Business Process Tracking	10/21 project placed on hold by DTI pending DHR hiring business analyst



# Modernize Human Resources Delivery

## Challenges

Project	Details
Centralized Timekeeping	Convince remaining DHR supported agencies to implement eSTAR
Delaware Learning Center Help Desk	N/A project is moving forward
Electronic Employee Records	Lifting and moving solution to the cloud
Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System	Ensuring automation of existing recruitment system and integration with classification data is maintained and integrated with Onboarding solution.
Labor Relations Salesforce System Review	Seamless implementation and interface with existing system and MERB website
Classification/Compensation Workflow Tracking System	Finalizing the requirements and support for solution to automate this manual process
Employee Relations Business Process Tracking	Hiring business analyst with knowledge of HR processes and DTI solutions



# Modernize Human Resources Delivery

## GEAR Board Requests

Project	Details
Centralized Timekeeping Delaware Learning Center Help Desk Electronic Employee Records	Continue to support these projects through implementation; including encouraging leadership if remaining agencies to implement eSTAR.
Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System Labor Relations Salesforce System Review Classification/Compensation Workflow Tracking System	Ensure the recommendations and paths forward enable automation of manual processes and meet or exceed functional and non-functional requirements.
Employee Relations Business Process Tracking	Support DHR's need for project manager to continue the work started by the ER workgroup.

# Deep Dives

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## **GEAR Field Team**

### November 2021 Update

# GEAR Portfolio

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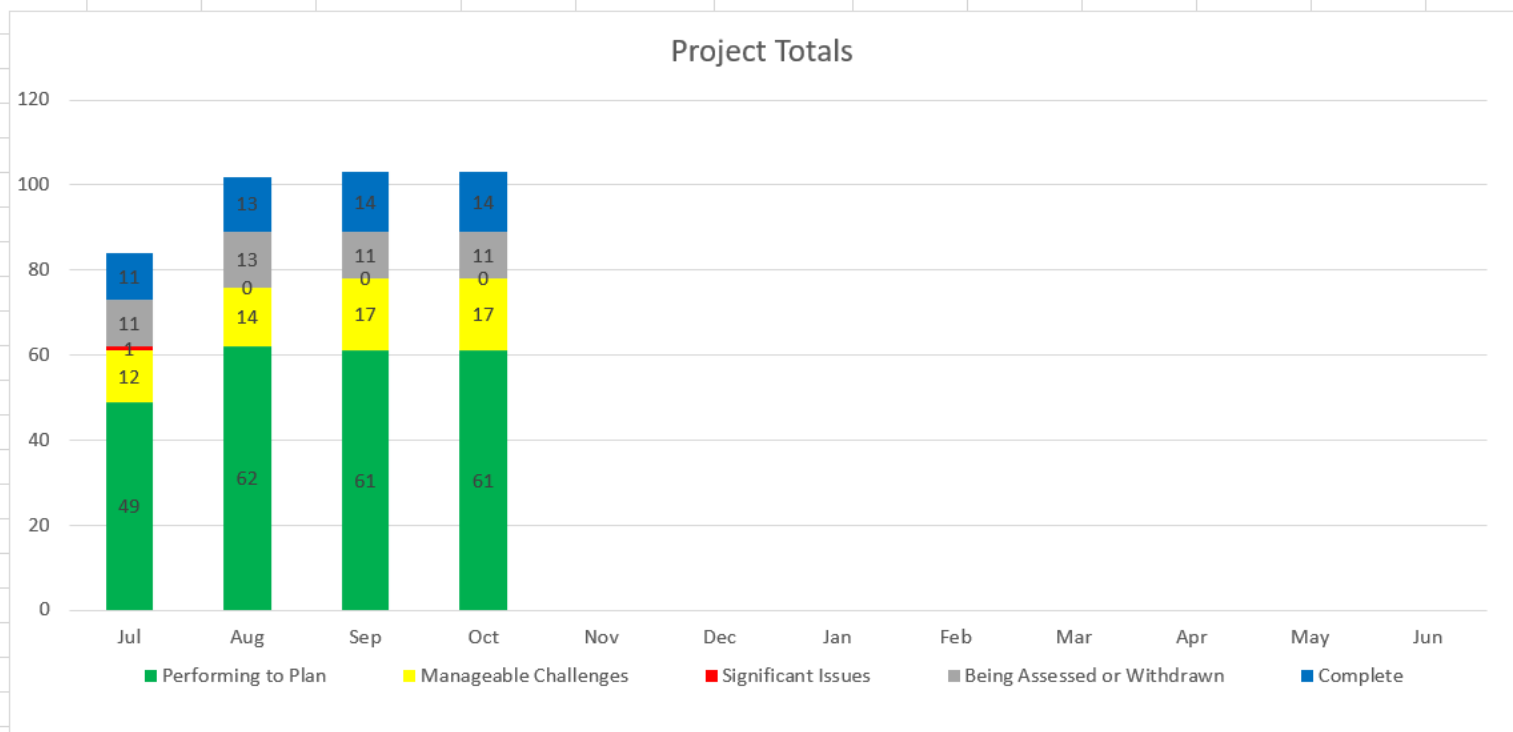
- Raise the profile of projects
  - Continuous improvement and other
  - Planned and active statewide
- Incorporate projects documented in GEAR Annual Report
  - Project summary, priority and status
- GFT member agency projects incorporated
- Program portfolio kept current throughout year

# GEAR Portfolio

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- 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 withdrawn
    - Blue Project complete
- 103 total projects

# GEAR Portfolio Projects by Project Health



	SFY 2022											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Total Projects	84	102	103	103	0	0	0	0	0	0	0	0

# GEAR Portfolio Projects by Organization

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- DHSS 21
- DDL 2
- Judicial Branch 8
- DOE 2
- DNREC 10
- DSCYF 2
- ESD\* 49
- GEAR P3 3
- GEAR 6

**\*Enterprise Services Delivery team**

**includes:**

- OST
- DOF
- DTI
- DHR
- OMB
- Auditor of Accounts

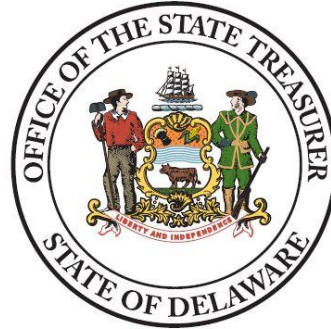
# GFT Project Presentations

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1. OST Services Ticketing Solution Project **Deanna Bledsoe, OST/DTI**
2. Fleet Optimization Project **Brian Calio, DHSS**
3. Alternative Therapy Project **Melissa Winters, DHSS**

# GFT Deep Dive

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## Treasury Services Ticketing Solution

# Treasury Services Ticketing Solution

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## Overview

- Treasury does not have a standardized method to manage and track incoming requests from their customers (State employees, State agencies, citizens of Delaware)
  - The level of effort for Treasury staff to fulfill requests is unknown
  - There is not a centralized method to easily identify all the incoming requests, who handles them, or how they are addressed
  - Consequently, there is a general lack of knowledge of the work efforts that Treasury staff perform and the amount of time those processes are taking+
- We don't know what we don't know



# Treasury Services Ticketing Solution

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## Current State

- Non-standardized, opaque process flows
- Duplicative
  - Efforts
  - Forms
  - Files (lots of files in lots of places)
- Unable to track requests
- Unable to track progress
- Manual workflows
- No metrics



# Treasury Services Ticketing Solution

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## Future State

- Standardized, transparent process flows
- Single point of information and communication
- Automated workflows
- Delegation of tasks
- Visibility into our processes
- Self-service portal accessible on all devices
- Metrics

# Treasury Services Ticketing Solution

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## In Progress

- Phase I
  - ServiceNow out of the Box (SNooB) team creates Agency Banking tables.
  - OST ServiceNow (SN) Product Owner loads data from existing spreadsheets
- Phase II (We are here)
  - Evaluate and document existing processes
  - Modify processes to create optimized workflows incorporating the SN solution
  - OST SN Product Owners create OST Service Catalog forms to replace paper and digital forms (Excel Sheets, Word Docs, PDFs, Web Forms)
- Phase III
  - Iterative process of evaluating, documenting, and redesigning workflows
  - Building corresponding SN forms and Knowledge articles



# Treasury Services Ticketing Solution

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## What we are working on



### Process Optimization

Streamlining and providing a frictionless and error-free method for our customers to submit requests, seek information, and report issues to our agency



### Providing Best-in-Class Service

Providing a single point of contact to exchange information with our customers ensures transparency and reduces redundancy and confusion



### Providing Metrics

Analyzing relevant data to ensure our Team's success and platform utilization



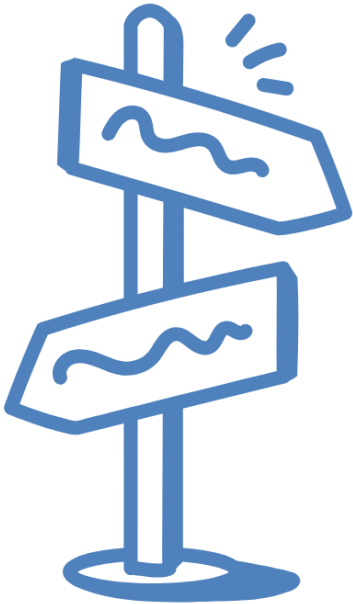
### Communicating Change

Clarifying our agency's goals and objectives and what we will achieve through the implementation of this project

# Treasury Services Ticketing Solution

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## Challenges



- Building awareness of new request method
  - People are resistant to change
  - New procedures require education and training
    - OST staff
    - Agency customers
- Prioritizing workload
  - Which processes to automate next
  - OST staff readiness
- Lack of documentation on current workflows
- Change saturation
  - Staff capacity concerns as OST is involved in several large-scale banking projects
  - OST staff are an integral part in developing improved, more efficient, digital processes

# Treasury Services Ticketing Solution

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## GEAR Board Requests

- Continue to support and bring awareness to Continuous Improvement Process efforts throughout the State

Thank you!

# GFT Deep Dive

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## Fleet Optimization Project

Brian Calio

# Overview: Should we Super-Size Fleet?

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- Project looks at usage of DHSS block vehicles and asks, “Is this the right number to have?”
- Super-size?
  - Will I get more value if I super-size?
  - Adding more block vehicles instead of pool vehicles, and then underutilizing them is like Super-sizing

# Overview: Fleet Optimization

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- **Block** vs. **Pool** vehicles
- OMB: “Underutilized” means used less than 60%
- Project identifies the underutilized DHSS block vehicles and calculates their cost
- There are some DHSS operational units that have a true need for a rapid response vehicle, and some of those vehicles may not be used often

# Overview: Fleet Optimization

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- How is DHSS using its block fleet?

	6/2018	9/2019	9/2020	9/2021
DHSS Block Vehicles	334	352	396	406
Underutilized	121	91	240	269
% Underutilized	36%	25%	61%	66%

- Clearly some of the high underutilization is happening during the Covid pandemic
- Also clear: we keep adding block vehicles while more of them are sitting idle

# Progress: Fleet Optimization

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- DHSS Division of Management Services identifies the underutilized block vehicles every month and lets each Division Director know which are assigned to each Division
- The goal: Division Directors determine they need fewer block vehicles, keeping only the ones with a valid business reason

# Next Steps: Fleet Optimization

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- Perform a 90 day “look back”
- Identify which vehicles were driven
  - 0 times (not driven at all)
  - 1 - 5 times
  - 6 - 10 times
- Calculate their expense

# Next Steps: Fleet Optimization

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- 90 day look back results:
  - Driven 0 times: 7 vehicles
  - Driven 1-5 times: 31 vehicles
  - Driven 6-10 times: 37 vehicles
- 75 vehicles driven 0 – 10 times in 90 days
- Cost = \$230,000 per year
  - *Note: does not include vehicle purchase, insurance, and maintenance expense*

# Challenges: Fleet Optimization

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- Despite the number of underutilized vehicles
  - Divisions continue to ask for more vehicles
  - Division Directors are reluctant to transfer underutilized vehicles from block to pool

# GEAR Board Ask

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- Carefully consider your organization's actual usage and availability of pool vehicles before you Super-Size a fleet request, i.e. request more block vehicles
  - Rule of Thumb: If the vehicle will not be used at least 20 times in a month, **opt for a pool vehicle** unless you have a true need for a rapid response vehicle

# GFT Deep Dive

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## Alternative Therapy Project

Melissa Winters

# Overview: DSAAPD PCC Grant-Funded Therapies

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- Person-Centered Care grant-funded feasibility assessment
- Designed with project management support from University of Pennsylvania Center for Mental Health
- **Primary Goal:** determine if we can support adding 3 therapies for mood and behavioral quality of life
- **Secondary Goal:** assess impact of each therapy on residents with dementia, traumatic brain injury (TBI) and/or post COVID-19

# Progress: Feasibility of New Therapies

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- Three of eight weeks completed
- Data being collected:
  - Assessment of resident mood and reaction to participation
  - Feedback from staff regarding technical aspects of the service, as well as observations of resident response
  - Monitor any changes to care plan, especially the need for medication
- Very positive response so far

# Next Steps: Determine Effectiveness of Therapies

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- Complete feasibility assessment
- Review data collected
- Design second phase of assessment
- Launch phase two in January/February
- Assess clinical response to interventions

# Challenges: Ability to Provide Therapies

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- Impact of weather on access to space
- Finding contractors
  - Therapeutic use of the arts
  - Lack of available providers in Delaware
  - Distance – Smyrna is “too far” for vendors who may be interested

# GEAR Board Ask

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- Raise awareness of DSAAPD efforts to implement Person Centered Care at multiple levels
  - Building outcomes assessments into foundation of our shift toward PCC
  - Using Lean continuous improvement approaches and project management approaches learned in CIP
- Contribute to state's efforts to make data-driven decisions in the fields of social services and healthcare
- Thank you!

- **Open Topics Discussion – Board**
- **Public Comment**

# Adjourn

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# Contact

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