

Government Efficiency and Accountability Review (GEAR)

GEAR28 Board Meeting
March 16th 2022



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

Agenda

15 min

1. Introductions/Roll Call
2. Old Business
 - Review and Approve Minutes
 - 2022 Schedule

3. New Business

90 min

4. Enterprise Services Delivery
5. GEAR Field Team
6. Open Topics Discussion – Board
7. Public Comment
8. Adjourn

Introductions

Roll Call

Old Business

Review/Approve Minutes from Prior Board meeting

Final draft version sent to Board for review March 6th, 2022



Old Business

2022 GEAR Board Schedule

Month	Date & Time	Location and/or Virtual
January	Tues, 1/11 at 10 am	Virtual
March	Tues, 3/16 at 10am	Virtual
May	Weds, 5/18 at 10am	TBD
July	Tues, 7/12 at 10am	TBD
September	Weds, 9/13 at 10am	TBD
November	Tues, 11/16 at 10am	TBD

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 for more information



New Business

- Introduction – Position changes
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Task Force continue regular meetings
 - Ernie Dianastasis update
- GEAR Continuous Improvement Practitioner (CIP)
 - Cohort #2 - 15 completed training 2/3/22
 - Cohort #3 – 16 entering second phase of training
 - 52 total trained practitioners 6/16/22
- GEAR Field Team
 - 61 members upon cohort #3 graduation
 - Continued emphasis on growing project completions and quantifiable outcomes in 2022



Deep Dives

Enterprise Services Delivery Team





Electronic Personnel Files



ePersonnel Files

Overview

- Primary record of fulltime, parttime, paid intern and casual/seasonal employees.
- DHR is responsible to maintain records that document employment with the State for Executive Branch agencies supported by DHR.
- Governed by Employee File Guidelines and the Delaware Archives General Retention Schedule for Personnel Records (Merit Rules and Title 29).
- Stored as paper in a filing cabinets or scanned onto a shared drive.
- Benefits:
 - Space savings (50+ year retention for some documents)
 - Electronic forms and signatures
 - Automate records retention
 - Accessibility, security and version tracking
 - Reduced risks to maintain, store, transfer, and archive files



ePersonnel Files Future State

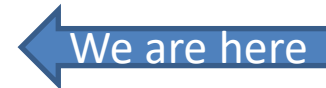
- Solution to maintain, store, transfer, archive, and manage access to employee personnel files.
- Single location for all personnel files with access managed by security permissions.
- Standardized and automated process workflows.
- Audit trails.
- Automated record retention.
- Elimination of file cabinets and file rooms.

ePersonnel Files – Progress

Phase I

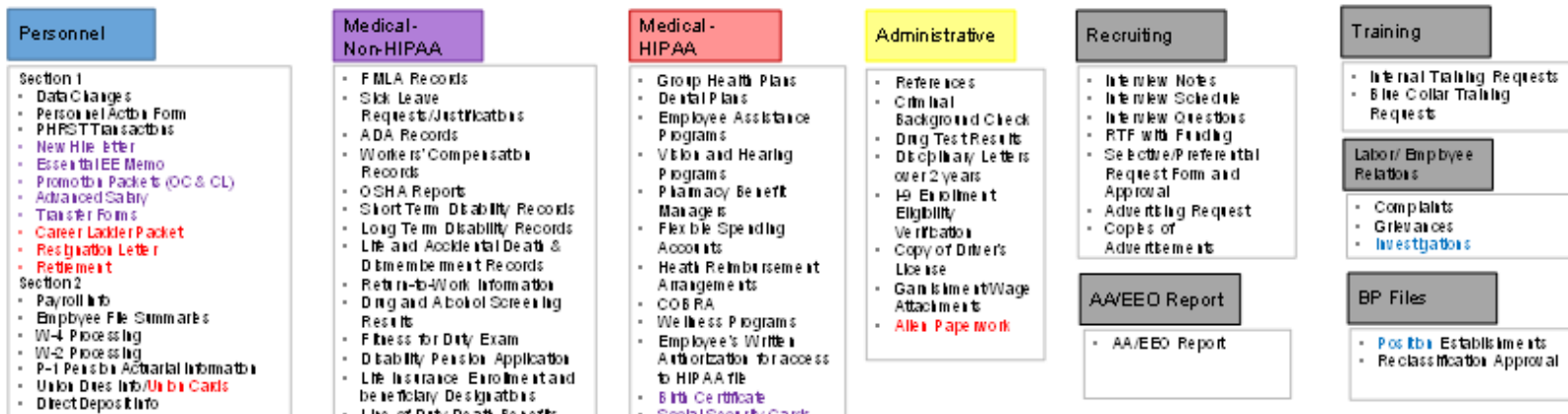
- ✓ Create Taxonomy for file structure
- ✓ Implement a pilot with HR supporting DNREC

Phase II - Review Statement of Work and vendor quote



Phase III

- Work with DataBank and DTI to implement OnBase
- Create new instance for DHR Records
- Migrate DNREC employee personnel records to new solution
- Identify which HR offices to migrate to OnBase in phases
- Iterative process of evaluating, documenting, and redesigning workflows as needed
- Scan historical documents into OnBase



ePersonnel Files



Process Optimization

Using industry best practices to create efficient and easy to use processes to electronically manage employee personnel records.



State of the Art Electronic File Management

Provide a single comprehensive view of employee personnel records that allow appropriate access, secure transfer, automated retention, and reduced risk to the State.



Governance

Ensure solution is managed in accordance with statutes and is easy for HR personnel to add and retrieve documents.

ePersonnel Files



Challenges

Project timeline with staffing availability.

Finding opportunities to improve current practices.

Change to how personnel records are managed and accessed.



Solutions

Apply sound project management principles during implementation.

Use process improvement techniques to find efficient ways to meet needs.

Employ best practices to manage change.

ePersonnel Files

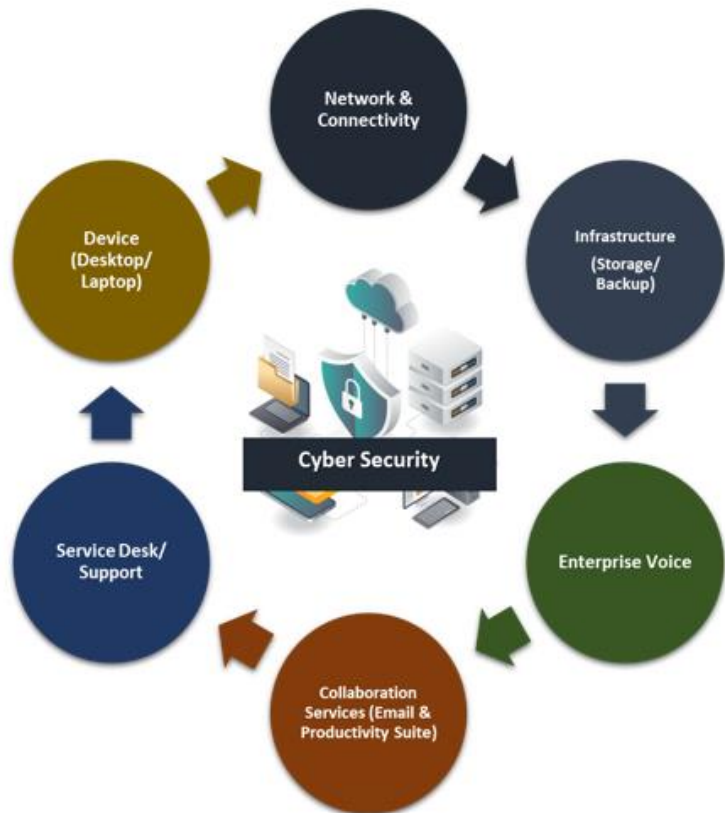
GEAR Board Requests



Continue to support DHR's requests for funding and technology that is related to delivering centralized HR service more efficiently, effectively, and with accountability.

Information Technology Centralization

IT Centralization – Secure End User Services



Security:

- Cyber security is a top priority for everyone
- We must secure the network for the enterprise; any vulnerabilities put us all at risk
- Support of in-office, remote, hybrid and brokered work environments = increased external entry to state systems

Support:

- Standardization, equity, service level, and agreements

Efficiency:

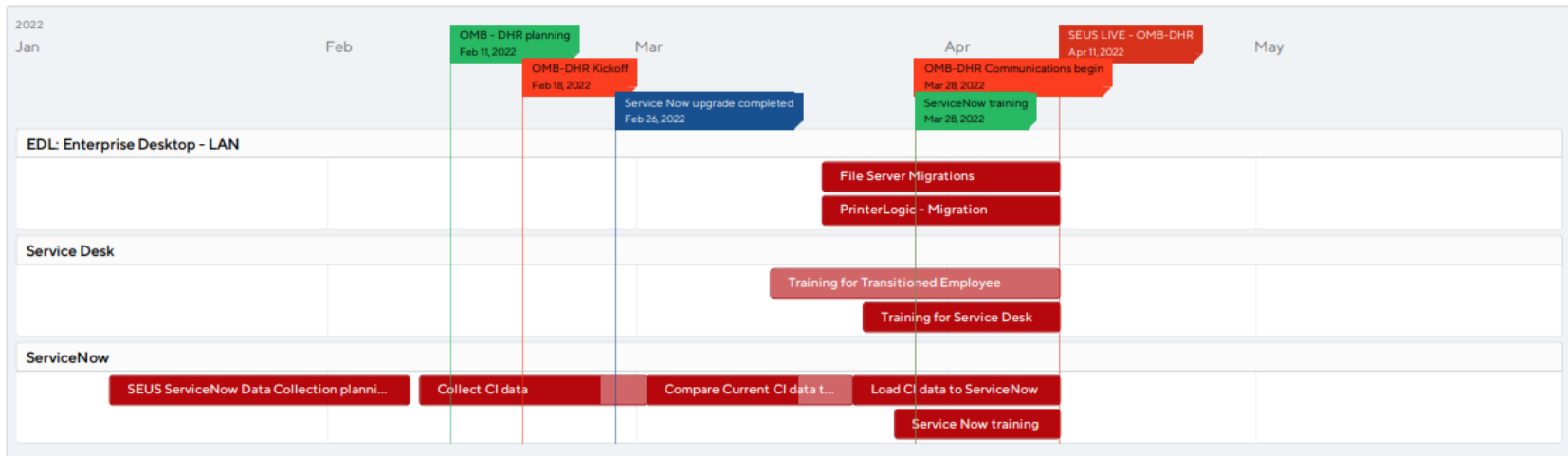
- Leverage contracts, consolidation, and aggregate spend

IT Centralization – Secure End User Services

In Progress

- **OMB and DHR centralization** activity with April 11th go-live planned
- Position reallocation and on-boarding of 5 OMB IT staff members
- Merit to non-merit status “interest” form prompts DTI to conduct position and salary analysis for presentation of non-merit offer letter to employee
- Population of agency application/technology data in DTI systems to facilitate service delivery and issue resolution
- Preparation of OMB impact statement for SEUS centralization in support of shared service cost model pilot (chargeback)

IT Project Roadmap



IT Centralization – Secure End User Services

In Progress

- ***DSHA centralization*** DTI pre-planning sessions underway with official project kick-off meeting in May
- Six DTI exempt positions requested through OMB in support of non-State DSHA employee reallocation
- DSHA is not currently on the State network or consuming DTI services therefore requiring a technology investment to execute the following centralization activity:
 - Rebuild of infrastructure on the State network
 - Connect DSHA fiber from The Green to DTI data center
 - Migrate to O365 and standard collaboration tools
 - Convert existing VoIP platform to the current State EVS-Cisco platform
 - Solution employee and resident connectivity to required technologies through the duration of the centralization process (outages, interim solutions)
 - Provide required change management support

IT Centralization – Secure End User Services

In Progress

- Development of **standardized** employee transition plans by service tower, ServiceNow training for agency IT staff, communication templates and repeatable centralization tasks
- Customer-focused development of **ServiceNow** workflows for inventory, purchasing and fulfillment of SEUS procurement requests
- **Shared Service Cost Model** pilot and FY'23 memo billing test preparations include internal training, agency user count verification, agency SEUS-related contract review and creation of agency impact statements

Delaware State Agency Fiscal Statement (EXAMPLE)	
End User Package Annual Cost (# Users x Service Monthly Rate x 12)	\$\$
– (subtract) Expenses of IT Positions Reallocated to DTI	(\$\$)
– (subtract) Expenses of EU Services/Tools Paid to Vendors Prior to ITC	(\$\$)
– (subtract) Expenses of EU Services/Tools Paid to DTI Prior to ITC	(\$\$)
Total Fiscal Year Net Impact	\$\$

IT Centralization – Secure End User Services

Next Steps

- Implementation plan for OMB/DHR centralization the weekend of April 8th
- Agency SEUS impact statements baselined by May with defined review process for FY'23 test cycle and FY'24 budget planning
- DSHA centralization scope, effort and cost analysis completed by June
- SEUS centralization out-year plan
 - Projection for increased staff, compensation costs, and staff to service ratios
 - Impact of expanded customer base to location strategy and service delivery channels
 - Projected SEUS annual rate analysis from pilot through centralization completion

IT Centralization – Secure End User Services

Challenges

- Partner with DHR to solution IT Centralization staff reallocation process challenges and apply recommended change
- Resolution required for DSHA staff reallocation with consideration of current benefits, pension, salary, etc.

IT Centralization – Secure End User Services

GEAR Board Requests

- Partnership to resolve personnel position requests and staff reallocation process challenges
- Support Shared Service Cost Model chargeback to achieve the objectives of centralization – security, support and efficiency

Contact



Please direct any inquiries about IT Centralization to:

Jason Clarke (Jason.Clarke@Delaware.gov)

Chief Information Officer

Justin Day (Justin.Day@Delaware.gov)

Chief of Partner Services

Jen Jarrell (Jennifer.Jarrell@Delaware.gov)

Project Management Specialist

Project: Gray Fox



Project: Gray Fox

Overview

- In March 2021, the federal government passed the American Rescue Plan Act which distributed over **\$1.55 billion** directly to the State of Delaware, school districts, municipalities, and counties.
- Auditor McGuiness' historic initiative, Project: Gray Fox, is a user-friendly online tracker that allows Delawareans to see how counties, local governments, school districts, and state agencies are spending their ARPA funds **in real time**.



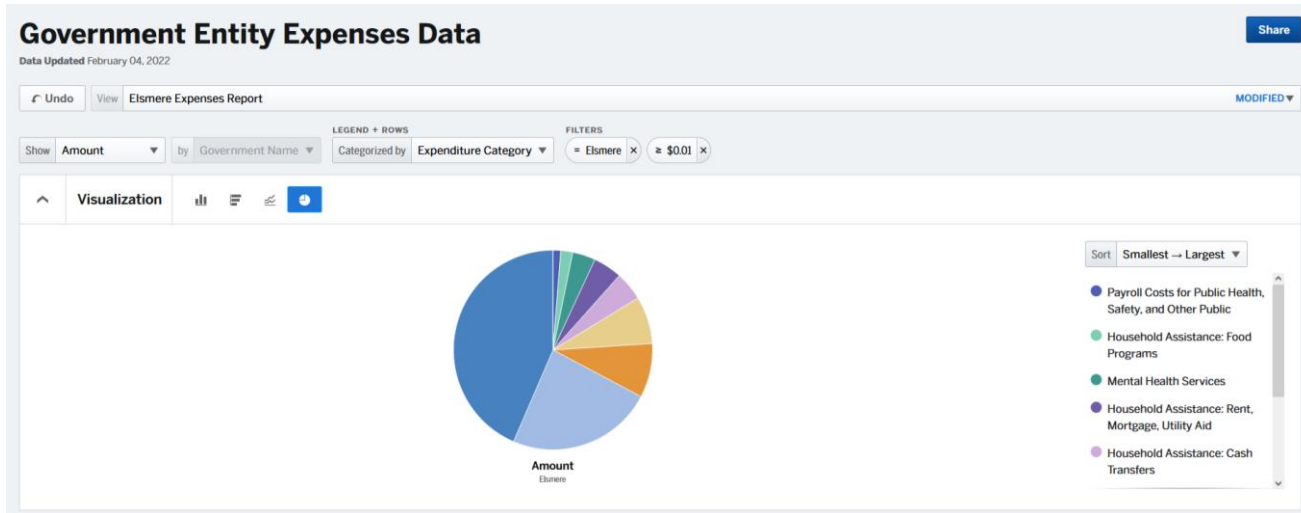
Project: Gray Fox

Overview

- Delaware's municipalities and counties use different accounting software for their needs unlike school districts and state agencies who use the state's accounting system. **Project: Gray Fox is the only resource that can efficiently track the ~\$341,000,000 (22%) of ARPA funds coming to Delaware's municipalities and counties**
- Project: Gray Fox also streamlines reporting to the U.S. Treasury for 53 of the state's 60 municipalities and counties so they can focus on what matters most; helping their communities recover from COVID



Project: Gray Fox



Summary Details

Export CSV Manage Columns ▾

Record # ▾	Record Type ▾	Applicant Name ▾	Date Submitted ▾	Expenditure Category ▾	Amount ▾	Government Name ▾
ARP-22-2	American Rescue Plan (...)	Diana Reed	01/20/2022	Prevention in Congregat...	\$328,990.00	Elsmere
ARP-22-2	American Rescue Plan (...)	Diana Reed	01/20/2022	Evaluation and Data Anal...	\$70,454.65	Elsmere
ARP-22-2	American Rescue Plan (...)	Diana Reed	01/20/2022	Household Assistance: F...	\$15,600.00	Elsmere
ARP-22-2	American Rescue Plan (...)	Diana Reed	01/20/2022	Payroll Costs for Public ...	\$10,000.00	Elsmere
ARP-22-2	American Rescue Plan (...)	Diana Reed	01/20/2022	Public Sector Employees	\$8,671.67	Elsmere
ARP-21-22	American Rescue Plan (...)	Diana Reed	11/03/2021	Household Assistance: R...	\$37,500.00	Elsmere
ARP-21-22	American Rescue Plan (...)	Diana Reed	11/03/2021	Mental Health Services	\$30,000.00	Elsmere
ARP-21-22	American Rescue Plan (...)	Diana Reed	11/03/2021	Public Sector Employees	\$182,000.00	Elsmere
ARP-21-22	American Rescue Plan (...)	Diana Reed	11/03/2021	Prevention in Congregat...	\$20,000.00	Elsmere
ARP-21-22	American Rescue Plan (...)	Diana Reed	11/03/2021	Administrative Expenses	\$61,709.51	Elsmere
ARP-21-22	American Rescue Plan (...)	Diana Reed	11/03/2021	Household Assistance: C...	\$37,500.00	Elsmere

◀ Previous 1 Next ▶ Showing 1-11 of 11 Rows



Project: Gray Fox

In Progress and Next Steps

- OAOA continues to recruit and onboard municipalities to participate with interactive training sessions
- Continuous Improvement: working with participants and incorporating their feedback
- Exploring additional features using existing infrastructure to bring value to state initiatives



Project: Gray Fox – Fox Tracker

ARP COVID Non-Entitlement Units



For additional information, click the Project Gray Fox logo above
 → indicates participation in Project Gray Fox

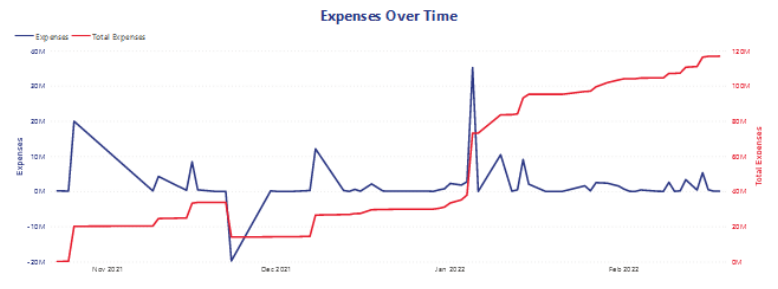
Arden \$110.0K	Ardencroft \$22.0K	Ardentown \$55.3K	Bellefonte \$111.7K
Bethany Beach \$336.1K	Bethel \$25.8K	Blades \$392.5K	Bowers Beach \$86.9K
Bridgeville → \$638.7K	Camden → \$887.5K	Cheswold \$349.4K	Clayton \$947.0K
Dagsboro \$250.2K	Delaware City → \$495.9K	Delmar \$491.8K	Dewey Beach → \$108.0K
Ellendale \$96.9K	Elsmere → \$1.5M	Farmington \$11.2K	Felton \$381.7K
Fenwick Island → \$120.1K	Frankford \$245.0K	Frederica \$229.2K	Georgetown → \$2.0M
Greenwood → \$307.5K	Harrington → \$982.0K	Hartly → \$8.8K	Henlopen Acres \$38.9K
Houston \$32.4K	Kenton \$44.2K	Laurel \$1.2M	Leipsic \$20.0K

ARP COVID State Fiscal Recovery Fund

Click the title above for additional information about this fund.



Available Funds \$924.6M	Encumbrances \$39.4M	Total Expenses \$116.9M	Remaining Funds \$807.7M
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Project: Gray Fox

Challenges and GEAR Board Requests

- Slow start to municipal spending as entities navigate changing federal reporting requirements
- Project: Gray Fox is a **voluntary** initiative for municipalities and counties.
 - Over 20 municipalities participating so far
 - No county buy-in – counties are receiving ~\$189,000,000 in ARPA funds but are not participating
 - **GEAR Board endorsement and support encouraging participation** would help to ensure a more robust reporting tool for reviewing municipal and county spending



Transparency Reporting for Federal COVID Relief Funds

Transparency Reporting – Federal COVID Funds

Overview

- CARES ACT Funds Reporting
 - Coronavirus Relief Fund (CRF) primary fund provided to the State - \$927.7 million directly to the State and \$139.0 million from New Castle County overseen by OMB
- American Rescue Plan Act (ARPA) Reporting
 - State Fiscal Recovery Fund - \$924.6 million overseen by the Governor's Office
 - School Emergency Relief Fund plus additional funds to specific Federal Department of Education programs - \$422.9 million overseen by the Delaware Department of Education
 - Childcare Funds - \$108.4 million overseen by DHSS
 - Nonentitlement Units - \$45.3 million overseen by the Office of the State Treasurer and distributed to local governments
 - All other programs (Health, Social Services, Tourism) - \$50.0 million
 - Capital Project Funds - \$113 million overseen by the Governor's Office
- Infrastructure Investment and Jobs Act (IIJA) – approximately \$2 billion

Transparency Reporting – Federal COVID Funds

In Progress

- CRF Expenditure Reporting – uses multiple worksheets in excel to report expenditures by program, by program vendor payments, and by vendor with program (<https://governor.delaware.gov/relief/>)
 - Information extracted from First State Financials (FSF) through multiple queries
 - Manual efforts from approximately 4 employees averaging 2 to 3 days of time per month
 - Through end of February reporting nearly 43,000 lines of data
 - Budget information reported separately by OMB
- ARPA Budget & Expenditure Reporting
 - Leveraged the reporting format from the Delaware Open Checkbook with modifications to report all ARPA dollars by major federal funding streams (<https://data.delaware.gov>) – provides summary graphs and details of budgeted amounts and expenditures
 - Data verified and uploaded to site via FSF reports after month end close, requires minimal time monthly but required development and set up time over several months prior to initial posting in early February 2022
- IJJA Reporting – identified program code for all expenditures with these funds

Transparency Reporting – Federal COVID Funds

Next Steps

- CRF Expenditure Reporting
 - Complete reporting in the existing spreadsheet format with final reporting expected by the end of fiscal year 2022
- ARPA Budget and Expenditure Reporting
 - Currently working with the ARPA Reporting Team reviewing the financial reporting software used to complete the State’s Annual Comprehensive Financial Report, Workiva to complete both the summary transparency reporting on the Governor’s website (<https://governor.delaware.gov/rescue-plan/>) and quarterly/annual federal reporting
- IJA Reporting
 - At beginning stages of evaluation and discussions

Transparency Reporting – Federal COVID Funds

Challenges

- Lack a statewide reporting solution
- Federal funding streams are not always separate/distinct sources – CRF and IJA funding co-mingled with existing federal funding
- Consistent use of identified funding codes by State Organizations to enable tracking of expenditures in FSF
- Expenditure detail maintained outside of FSF

Transparency Reporting – Federal COVID Funds

GEAR Board Requests

- Support for business process changes in conjunction with the ERP modernization project

Deep Dives

GEAR Field Team

March 2022 Update

GEAR Portfolio

- 13 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio
- 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
- 106 total projects

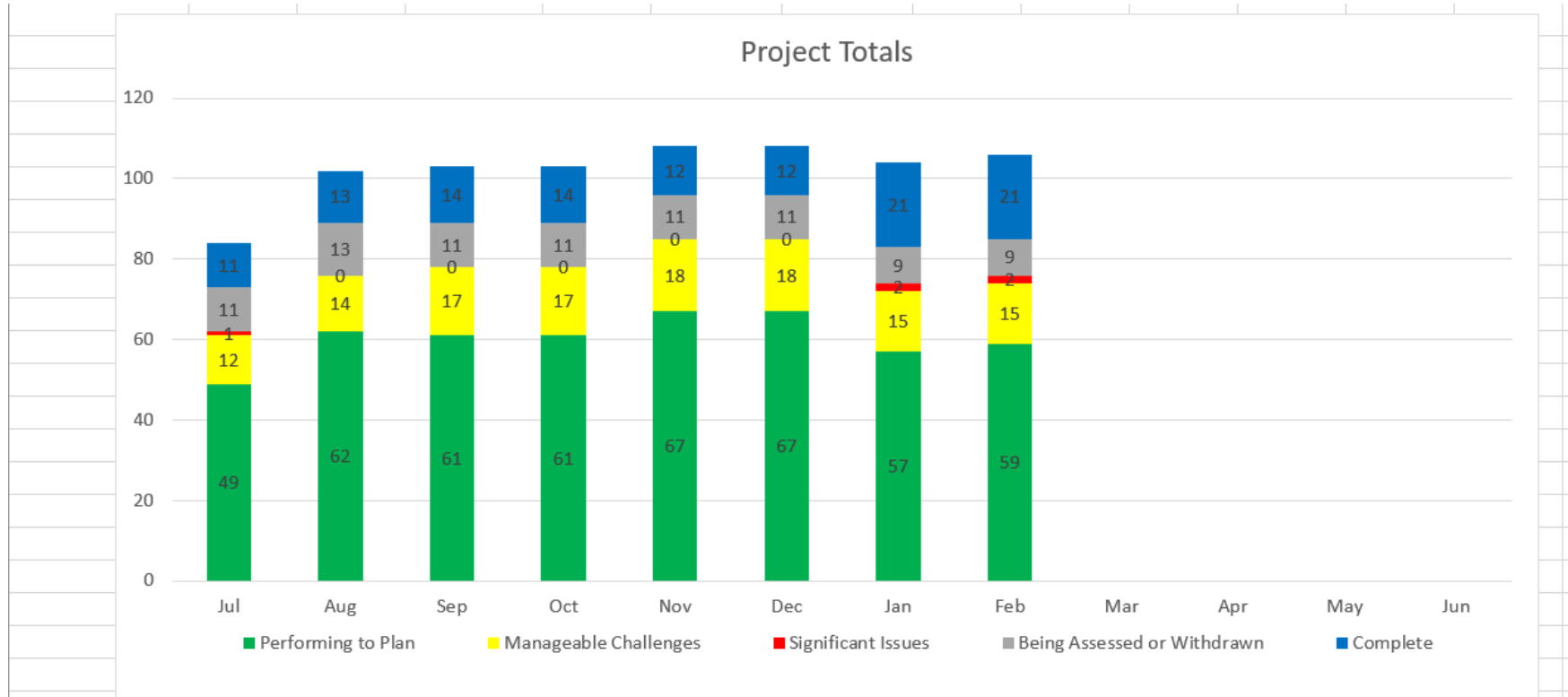
GEAR Portfolio Projects by Organization

- DHSS 23
- DDL 2
- Judicial Branch 4
- DOE 7
- DNREC 10
- DSCYF 3
- **DOJ** 1
- **DSHS** 1
- ESD* 46
- GEAR P3 3
- GEAR 6

***Enterprise Services Delivery team includes:**

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

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	108	108	104	106	0	0	0	0

GEAR Portfolio Projects by Project Health

- Project Health = Red
 - Employee Success Center Project
 - Funding Issues
 - Employee Relations Helpdesk Tracking System
 - Status moved to Yellow in past week
 - Challenges are now manageable

GFT Project Presentations

1. Division of Waste and Hazardous Substance UST and AST Compliance and Inspection Software Project

Martina Johnson, DNREC

2. Dialpad Call Center

Susan Burns, DSCYF

Project Owner: Alana Moffa

3. DSAAPD Training Unit Re-Organization

Rudy Bailey, DHSS

Deep Dive

Department of Natural Resources and Environmental Control



GEAR Board Meeting GFT Deep Dive
Division of Waste and Hazardous Substance
Underground and Aboveground Storage Tanks
Compliance and Inspection Software Project

Program Overview

Background: WHS regulates the installation and operation of underground and aboveground storage tanks.

- 5 Project Officers
- 547 Sites/Facilities
- 2,685 Tanks
- Approx. 400 facilities inspected annually
 - 8 different types of compliance inspections

Project Overview

Current State:

- Tanks inspection processes undocumented
- Inspections conducted via manual/paper forms in the field
- Current system data requires updating
 - 🕒 Approximately 800 hours of Project Officers time annually is used making corrections to system data.
- EPA annual report data collection process inefficient
 - 🕒 Approximately 150 hours of Project Officers time annually is used gathering report data.

Project Overview

Future State:

- All UST and AST Inspection Processes documented and streamlined
 - Increase efficiencies and improve training
- Identify & Implement New Field Inspection Software
 - Eliminate redundancies
- Data management clean up
 - Reduce errors and time spent updating/fixing
- Implement Automated Annual Reporting for EPA
 - Reduce time spent collecting data for reporting

Progress

- Established goals
- 13 ARIS models
- Identified system requirements
- Identified opportunities for efficiency gains
 - 🕒 Approximately 1,750 hours
- Identified a software vendor

Project A3	Project Name: UST/AST Compliance Inspections
	Agency/Department: DNREC/Waste/Tanks Compliance
	Sponsor/Champion: Carlos Gonzalez/Suzanne Halter
	Date Initiated: August 17, 2021

Next Steps

- Continued documentation of all inspection processes.
- Development of inspection forms in software solution for all 8 inspections.
- Testing

Challenges

- Data Management
 - Storage
 - Updates
- Staff Resources

GEAR Board Ask / Questions

- Continue to provide support and shine the light on continuous improvement in agencies and its importance.





Dialpad Call Center

Implementation of a comprehensive call center solution for the Delaware Child Abuse & Neglect Report line

Overview

- **Problem:** the Child Abuse & Neglect Report Line after-hours answering service wasn't meeting DFS needs, and costs were rising
- **Need:** a comprehensive call center option that includes:
 - ability to access remotely via various devices
 - training and tech support
 - recording and analytic functionality
 - has consistent invoicing

Progress

- **Solution:** *Dialpad* cloud-based call center software launched in May 2021 and includes:
 - a self-service portal allows for remote access via various devices
 - tech support via phone, email and chat
 - unlimited usage and encrypted storage capacity
 - analytics functionality
 - incoming and outgoing call recording and storage
- Average monthly cost savings: \$1,171

Next Steps

- Review recorded calls to promote quality improvement
- Collaborate with *Dialpad* to customize analytic functionality to assess and evaluate report line calls and processes
- Explore integration with our case management system

Challenges

- **Challenges:** there are no current challenges, this project is complete.



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

Adjourn



Contact



Please direct any inquiries about the Delaware GEAR program to:

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Budget Development and Planning