Government Efficiency and Accountability Review (GEAR)

GEAR29 Board Meeting

May 18th 2022

https://GEAR.Delaware.gov/
1. Introductions/Roll Call
2. Old Business
   – Review and Approve Minutes
   – 2022 Schedule
3. New Business
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 May 10th, 2022*
## 2022 GEAR Board Schedule

<table>
<thead>
<tr>
<th>Month</th>
<th>Date &amp; Time</th>
<th>Location and/or Virtual</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Tues, 1/11 at 10 am</td>
<td>Virtual</td>
</tr>
<tr>
<td>March</td>
<td>Tues, 3/16 at 10 am</td>
<td>Virtual</td>
</tr>
<tr>
<td>May</td>
<td>Weds, 5/18 at 10 am</td>
<td>Carvel and Virtual</td>
</tr>
<tr>
<td>July</td>
<td>Tues, 7/12 at 10 am</td>
<td>TBD</td>
</tr>
<tr>
<td>September</td>
<td>Weds, 9/13 at 10 am</td>
<td>TBD</td>
</tr>
<tr>
<td>November</td>
<td>Tues, 11/16 at 10 am</td>
<td>TBD</td>
</tr>
</tbody>
</table>

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

• GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Task Force continue regular meetings
  – Ernie Dianastasis update
    • Governor’s Team Excellence - GEAR P3 Innovation & Efficiency Award and Trailblazer Awards
    • Ready in 6

• GEAR Portfolio Summary
Governor’s Team Excellence - GEAR P3 Innovation & Efficiency Award and Trailblazer Awards (May 5th Award Video)

GEAR P3 Innovation & Efficiency - Overdose and Police Diversion Program
Nominated by Colonel Melissa Zebley, DSHS/Delaware State Police
• Team Lead- Sean Moriarty; Team - Charles Sawchenko, Albert Roop, David Hume, Allison Abessinio, Rick Urey, Glenn Owens, Claire Wang
  —Three agencies (DSP, DOJ, DSAMH) developed partnership and program
  —Real time intervention for mental health or substance disorder
  —Diversion from the criminal justice system

GEAR P3 Trailblazer Award Recipient - Holly Reynolds - DOF/DOR
Nominated by Warren D. Wood, DOF/Division of Revenue

—Taxpayer cases – 476, Assessments - $618,529, Collections - $122,491
—Managed Taxpayer returns processed – 4,500+, Fraudulent Refunds stopped - $2,343,909, fiduciary and composite return processing - 8,000+ returns, E-file testing, Dover & Georgetown Public Service - Avg. 1,000+ calls/week, Audit Projects - yielding assessments of $4,746,175
Thank you to this year’s contributors - GEAR P3 Innovation & Efficiency Award and Trailblazer Awards

- Bank of America, Chip Rossi, Natalie Keefer and Connie Montana
- CSC and Scott Malfitano
- ChristianaCare and Rob McMurray
- Delmarva Power and Glenn Moore
- Highmark BCBS Delaware, Nick Moriello and Denee Crumrine
- JPMorgan Chase Bank and Don Mell
- M&T Bank, Nick Lambrow and April Birmingham
- The Precisionists Inc. (TPI) and Ernie Dianastasis
- W.L. Gore & Associate and Mike Ratchford
- WSFS Bank and Rodger Levenson
Ready in 6

• GEAR P3 Task Force Meeting – April 25th
  – Review of proposed legislative changes
    • Representative Bush’s agenda
  – Pain points and feedback being gathered from private and public sector perspectives

• Economic Development Liaison- Greg Patterson
  – GFT Continuous Improvement Practitioner (CIP) network engaged
    • Determining how CIP methods and practices can best assist Ready in 6 efforts
    • Longer term business process documentation and optimization first steps
GEAR Process Optimization Tool - Aris

Ready in 6 End to End Process Landscape

Overview    RACI    Diagram    Documents

- Office of State Planning Coordination
- Preliminary Land Use
- DelDOT
- DelDOT TIS
- LONOR
- Locality Land Use
- Construction Plans and Other Permits

- New Castle County
- Kent County
- Sussex County
- Delaware
- DNREC
- State Fire Marshal
- DHSS
- New Castle County
- Kent County
- Sussex County
- City of Wilmington
- Town of Middletown
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

- 118 total projects
# GEAR Portfolio Projects by Organization

<table>
<thead>
<tr>
<th>Organization</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>DHSS</td>
<td>24</td>
</tr>
<tr>
<td>DDL</td>
<td>4</td>
</tr>
<tr>
<td>Judicial Branch</td>
<td>8</td>
</tr>
<tr>
<td>DOE</td>
<td>7</td>
</tr>
<tr>
<td>DNREC</td>
<td>10</td>
</tr>
<tr>
<td>DSCYF</td>
<td>3</td>
</tr>
<tr>
<td>DOJ</td>
<td>1</td>
</tr>
<tr>
<td>DSHS</td>
<td>1</td>
</tr>
<tr>
<td>ESD*</td>
<td>51</td>
</tr>
<tr>
<td>GEAR P3</td>
<td>3</td>
</tr>
<tr>
<td>GEAR</td>
<td>6</td>
</tr>
</tbody>
</table>

*Enterprise Services Delivery team includes:
  - OST
  - DOF
  - DTI
  - DHR
  - OMB
  - Auditor of Accounts
Deep Dives

Enterprise Services
Delivery Team
ESD Deep Dive Project Presentations

1. Centralized Classification, Recruitment, Hiring, Onboarding and Offboarding
   Barbara McCleary (DHR)

2. Aerial Imagery & Land Use Land Cover
   David Edgell (OMB), Jason Vogl (OMB)

3. Space Planning
   Jennifer Coverdale (OMB), Dana Chant (OMB)
Centralized Classification, Recruitment, Hiring, Onboarding and Offboarding Solution(s)
Classification, Recruitment, Onboarding and Offboarding Solution(s)

Overview

- System of record for classification and hiring data.
- DHR manages the recruitment process that includes managing the data related to job classifications, pay grades, recruiting candidates for vacancies, posting positions, overseeing the hiring process (interviews and selection), and offer letters.
- Onboarding process includes identity and employment verification, collection of personal data, creating employee record and setting up payroll, completing pension new hire actuarial form, and entering benefits information in PHRST.
- New Employee Orientation includes welcoming new employees to the State/ or new position, sharing benefits to working for the State, and initiating training and policy acknowledgement process in the Delaware Learning Center.
- Upon separation, DHR offboards employees that may include collecting access badge, keys, electronic devices, initiating pension form (PCC1), deactivate fleet access, direct deposit, and state credit card, and network/email access.
- Governed by State Merit Rules and Title 29.
- Original recruitment system (JobAps) contract expired 6/30/2021, two emergency extensions issued through 6/30/2023.
Hiring, Onboarding, and Offboarding

Future State

- Solution that expands capabilities to manage the hiring process from posting vacancies to sending offer letters to candidates.
- Seamless onboarding and offboarding capabilities to provide a centralized and standardized process triggered by the hiring and separation processes.
- Enables interface with Okta for identity proofing and employment verification and Delaware Learning Center for training.
- Connect, standardized, streamline, and automate disparate process workflows for recruitment, hiring, onboarding and offboarding.
Classification, Recruitment, Onboarding and Offboarding Solution(s)

**Progress and Next Steps**

1. Evaluate Proposals – June 2022
2. Select Vendor(s)
3. Sign contract(s)
4. Project Kick-off
Classification, Recruitment, Onboarding and Offboarding Solution(s)

Considerations

**Process Optimization**
Mapping and creating standardized processes with trained facilitator.

**State of the art, Classification, Recruitment, Hiring, Onboarding and Offboarding solution**
Provide solution(s) with seamless process for users from applying for vacancies to hiring through onboarding and offboarding. With the goal to improve the time to fill vacancies, provide standardized and centralized onboarding, and reduce risks to the State.

**Governance**
Ensure solutions are managed in accordance with statutes and are easy for applicants and HR to use.
Classification, Recruitment, Onboarding and Offboarding Solution(s)

Challenges and Solutions

**Challenges**

- Finding the best solution to meet the comprehensive needs.
- Project timeline
- Interfaces with PHRST restricted requiring manual data entry by HR staff for new hires.

**Solutions**

- Robust requirements and RFP proposal review process to secure the best solution(s) for the State.
- Apply sound project management principles during requirements gathering, RFP process, and implementation.
- Creative problem-solving and use tools available to maintain security of PHRST while looking for automated solutions for data entry.
Support DHR’s requests to deliver centralized HR services efficiently, effectively, and with accounting, including DHR’s recent American Rescue Plan Act (ARPA) request and DTI funding for HR technology.
Aerial Imagery & Land Use Land Cover
(OMB21-GISDATA)
Aerial Imagery & Land Use Land Cover (OMB21-GISDATA)

Overview

• Considering the widespread nature and use of Geographic information systems it was important to get this data updated. In coordination with the Department of Technology and Innovation (DTI) and Office of State Planning Coordination (OSPC) we were able to successfully complete an RFP, secure ARPA funding and award a contract in support of Aerial Imagery & Land use Land Cover.
Overview

- Geographic Information Systems (GIS) are computer programs that are designed to create, manage and maintain spatial information.
- GIS is widespread and used by more than 15 Departments and Divisions throughout all of Delaware.
In Progress

- RFP was awarded to Sanborn.
- ARPA funding secured for one-time collection for Imagery, LULC and LiDAR.
- Aerial Imagery Photography acquisition flow In March- Completed.
- Collection / Control points – In Progress.
- Vendor QC – In Progress.
Aerial Imagery & Land Use Land Cover (OMB21-GISDATA)

Next Steps

• Orthoimagery Production – Estimated August 2022
• Initial Ortho Imagery to state – Estimated September 2022
• Land Use/Land Cover Production – Estimated November 2022
• Land Use/Land Cover Delivery to state – Estimated December 2022
• Work with DGS to collect LiDAR
  – Will need to submit for supplemental Grant, fall 2022
Challenges

• Last time this data was acquired was in 2017
  – This does not offer decision makers the ability to see more accurate developments and conditions.

• Funding source/acquisition
  – Funds had to be acquired by DTI and were secured through ARPA funding.
  – Funding source has always been pooled funds and challenging.
  – Due to the nature of the funds, we did not have a very large window to give vendor NTP and collect the imagery for 2022.

• Diverse agency requirements and needs
  – Considering this is statewide Imagery there are many different needs of other agencies, it was imperative to include stakeholders from these agencies in the RFP discussion to ensure vendors could meet and offer solutions for those needs.
Aerial Imagery & Land Use Land Cover (OMB21-GISDATA)

- Auburn Valley State Park 2017
Aerial Imagery & Land Use Land Cover (OMB21-GISDATA)

• Auburn Valley State Park 2022 (Unprocessed imagery)
Aerial Imagery & Land Use Land Cover (OMB21-GISDATA)

• Little Heaven realignment 2017
Aerial Imagery & Land Use Land Cover (OMB21-GISDATA)

- Little Heaven realignment 2022 (Unprocessed imagery)
Aerial Imagery & Land Use Land Cover (OMB21-GISDATA)

- PLUS 2011-12-02 (2017 Imagery)
Aerial Imagery & Land Use Land Cover (OMB21-GISDATA)

- PLUS 2011-12-02 (2022 Unprocessed imagery)
### Key Accomplishments

- Voted to recommend establishing a position of Geographic Information Officer (GIO) for coordination and governance of GIS technology, including imagery
- Acquired ARPA funding to establish a current (Year 1) baseline for all datasets

### Next Steps

- Complete flyovers and refresh datasets
- Decision on recommending an annual fund to keep datasets current (~$420K/Yr.)
- Acquire/fill GIO Position

### GIO Value / Key Deliverables

- Develop a statewide GIS Technology strategic plan, positioning agencies and entities to use data collaboratively and strategically
- Align standards and requirements amongst agencies to **enable flyover contracts to be consolidated**, and reduce/eliminate agency specific flyovers
- Develop/manage GIS budget, including imagery, and foster an ongoing relationship with IT System and Flyover vendors
- Ensure collaboration with the Office of State Planning Coordination (OSPC) to **align technology/imagery governance with OSPC-led governance** of agency, county, municipality use of GIS systems and imagery
GEAR Board Requests

• Support creation of a funding source to cover dedicated collection
  – Establishing this funding source would ensure more accurate data available to data managers and decision makers.
  – If this were a routine collection stakeholders would be guaranteed data acquisition and would be more inclined to participate in one focused effort rather than individualized data acquisition.
  – Would not put decision makers at risk while making real time decisions with outdated data.
  – More accurate data would save operating expenses of the need for site visits.

• Support the establishment of a GIO position
  – Establishing a GIO position was recommended by UD IPA. This would help to focus collection efforts. 40 Formal GIO’s established in other states.
Space Planning Memo
Space Planning Memo
Space Planning Memo

• On April 14, 2022, Director Cade sent out a memo to all Cabinet Secretaries that OMB would like for all agencies, who are requesting additional space, to conduct a Space Utilization Study in conjunction with Facilities Management Office to evaluate the agency’s current workspace.

• Over the last couple of years, we have noticed an increase in space needs within State agencies.

• In addition, we are trying to decrease our leased space footprint within the State.
Space Utilization Study Defined

• What is a Space Utilization Study?
Space Utilization Study Defined

A Space Utilization Study looks at how well an organization is utilizing their space.
Space Utilization Study Steps

**STEPS TO A SPACE UTILIZATION STUDY**

1. Space Utilization Study is performed by an A/E firm
2. Look at existing floorplans
3. Schedule a visual walk through of the area
4. Identify each use of space and what it is used for
5. Generating surveys/questionnaires to staff
6. Comprehensive Space Analysis Report is generated
7. Look at deficiencies/space needs

This process takes approximately 4 weeks to complete, from start to finish
Space Analysis Report

• Regardless of what the Space Analysis Report comes back as, it will set up the next steps in determining if the agency has space needs that are deficient, or underutilized.
Questions

• Any questions for clarification?
Deep Dives

GEAR Field Team
GFT Deep Dive Project Presentations

1. DSAAPD Training Unit Re-Organization
   Rudy Bailey, DHSS

2. State Service Centers Reimagined
   Brian Calio, DHSS

3. OST Merchant Services PCI Compliance Project
   Deanna Bledsoe, OST/DTI
DSAAPD Training Unit
Re-Organization
Division of Aging Adults w/Physical Disabilities

Process improvement reimagination project on how training is being offered to division-wide employees

Rudy Bailey, MBA, CCP
DSAAPD Training Administrator II
## Project Overview

<table>
<thead>
<tr>
<th>Project</th>
<th>Purpose Rationale for Project</th>
<th>Particular Targets of Change</th>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase utilization of voluntary training events.</td>
<td>Mandatory trainings are based on topics dictated by outside agencies.</td>
<td>1. Attitude toward the importance of training</td>
<td>Division-wide</td>
</tr>
<tr>
<td>2. Improve the design and program delivery of DSAAPD-specific training course offerings and training unit capacity to serve all levels of employees.</td>
<td>Voluntary trainings are underutilized but are just as important and can actually help prevent the need for some mandatory trainings.</td>
<td>2. How topics are chosen and planned</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Topics covered in voluntary events can build a stronger workforce with increased sense of professional efficacy and a better professional quality of life.</td>
<td>3. Types of trainings offered</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Communication about what’s available</td>
<td></td>
</tr>
</tbody>
</table>
Project in Process

• **What is being done currently, to advance this project?**

• The Project successfully launched January 18, 2022

• Noticeable increased employee participation

• Significant program workflow efficiencies seen in process automation leveraging the Delaware Learning Center.
Next Steps

What are the next steps in the process to be undertaken (and when are these steps going to be taken)?

Training Revamp Project
RAISE-IT - Reform Alignment & Intrinsic Staff Engagement in Training

Current State

Transition State

Future State

Particular Targets of Change

1. Cultivate an Improved perception/attitude towards the importance of training and continuous learning.

2. Successful implementation of DSAAPD–centric “Growth Tracks”.

3. Strengthen training unit’s capacity to meet DSAAPD training needs and support various strategic organizational/change management initiatives.
Challenges

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

1) Overall project health (GREEN) with solutions identified and without barriers.
2) Counteracting organizational culture and workflow issues.
3) Acceptance and Implementation across the Division.
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

• Implementation responsibility is within the DSAAPD Training Unit to carry forward project goals.
State Service Centers Reimagined
Brian Calio
May 18, 2022
Overview – State Service Centers Reimagined

• DHSS operates 14 State service centers
• Centers are places where citizens can apply for help, such as the food supplement program, general assistance, temporary assistance, refugee cash assistance, Medicaid, and health insurance
• Centers are spread throughout the State
Overview – State Service Centers Reimagined

• There has been a thought brewing among some staff that the service centers could do a better job delivering services
• Staff were surveyed for their insights on how we could improve service delivery
• Responses were gathered and reported
• Target areas of focus were identified
• Project or Program
Progress – State Service Centers Reimagined

Done:

✓ Formed a Project Team
✓ PM methodology
✓ Focus areas identified
✓ Assigned and sequenced the tasks
## Project Charter

### Project Name
State Service Center Refinements

### Project Sponsor
Catal Walker

### Project Manager
Brian Calo

### Project Concept / Mission
The project mission is to improve the client experience when visiting a State Service Center (SSC).

### Project Purpose / Description
Opportunities exist to improve the client experience while visiting SSCs. This is consistent with the DHSS strategic plan and the suggestion to improve service delivery through a "person centered" model. The goals include improving public health and safety infrastructure, building alignment and strengthening the DHSS workforce, enhancing and integrating data, promoting inclusive and online communication, and strengthening the Department-wide planning structure. These values will guide the DHSS approach to an enhanced client service model.

### Scope (what is in and out of scope)
DHSS State Service Centers, the staff that work there, including staff from the Division of State Service Centers (DSSC) and the Division of Social Services (DSS).
The key areas of focus:
1. Client service delivery
2. Employees
3. Technology
4. Facilities
5. Meeting evolving client needs

### Key Deliverables
1. Create current state process maps
2. Create future state process maps
3. Change the DHSS website to improve navigation and service delivery
4. Pilot and expand a State Service Center practice that client cases are not transferred or written down: that is, the case is not in a physical location
5. Create a customized trauma-informed communication tool for all employees who have direct contact with clients
6. Conduct a review of service offerings at each facility, by all providers, to ensure that there is a core set of services offered consistently at each facility
7. Translate all information required to obtain services into the top four languages spoken in the state
8. Consolidate front desk services and add a triage process
9. Change the flow of client service in the Centers so that armed law enforcement officers are not the initial point of contact
10. Ensure that the consolidated help desk employee(s) are trained in all areas of services provided at the Centers
11. Make a tablet or mobile device available to all clients in Center lobbies
12. Train employees to utilize translation services
13. Undertake a detailed and inclusive process with a goal towards creating a streamlined intake process in which clients answer only a few basic, uniform questions
14. Reduce or eliminate redundant requirements for client documentation for services from State Service Center Services and Social Services
15. Streamline all service offerings into one easy-to-use checklist interactive service
16. Prioritize hiring of bilingual employees

### Key Performance Indicators (KPIs)
- Improve the service delivery will yield a degradation of service instead of an improvement of service
- New service seekers will be unduly burdened while seeking services
- Project proposed changes

### Key Stakeholders

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Organization</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chandra Jackson</td>
<td>DHSS CSE+ Family Services Cabinet Council</td>
<td>302.255.3372</td>
</tr>
<tr>
<td>Brian Calo</td>
<td>DHSS CSEC</td>
<td>302.255.3060</td>
</tr>
<tr>
<td>Emmanuel Oppong Adjei</td>
<td>DHSS DPH</td>
<td>302.283.7302</td>
</tr>
</tbody>
</table>

### Budget (if applicable)
Cost of this project except for the time invested by staff

### Completion Criteria (Definition of Success)
The project is complete when sufficient progress has been made toward the suggested project goals that use resources so that it is determined to be a waste of resources. When enough of the project goals have been achieved, more resources to meet goals is unappealing and wasteful, the project is complete.
<table>
<thead>
<tr>
<th>USER STORY</th>
<th>TASK ID</th>
<th>TASK ID</th>
<th>Start Date</th>
<th>End Date</th>
<th>Duration</th>
<th>Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Project Initiation</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>2</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>3</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>4</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>5</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>6</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>7</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>8</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>9</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>10</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>11</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>12</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>13</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>14</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>15</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
<tr>
<td>16</td>
<td>CAS012002</td>
<td>CAS012002</td>
<td>2020-02-02</td>
<td>2020-06-02</td>
<td>2020-06-02</td>
<td>100%</td>
</tr>
</tbody>
</table>
Next Steps – State Service Centers Reimagined

- Continue to build out the Project Plan
- Assign and Sequence open tasks
- Complete each task
- Document the current state and future state process maps
Challenges – State Service Centers Reimagined

• This project scope includes just DHSS. At some point a decision will be made to broaden that scope to other Departments.

• What will trigger that decision point?

• What other Departments will be asked to join the project (program)?
GEAR Board Ask – State Service Centers Reimagined

Expand and Elevate CIP
Thank you!

Brian Calio
DHSS OSEC Admin
Office 302.255.9260
OST Merchant Services
PCI Compliance Project

Deanna Bledsoe
May 18, 2022
Overview – PCI DSS Compliance

What is PCI DSS Compliance?

• PCI = Payment Card Industry
• DSS = Data Security Standards

Security standards formed in 2004 by the 5 major credit card brands (Visa, MasterCard, Discover, JCB, Amex)
Overview – PCI DSS Compliance

Who is required to comply?
• All merchants who handle cardholder data
  – Process
  – Transmit
  – Store

Your PCI DSS Level determines your Compliance Difficulty

<table>
<thead>
<tr>
<th>Merchant Level</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Annual Transactions</td>
<td>&gt; 6M</td>
<td>1-6M</td>
<td>20k-1M</td>
<td>&lt;20k</td>
</tr>
<tr>
<td>Difficulty to Complete</td>
<td>Very High</td>
<td>High</td>
<td>Moderate</td>
<td>Low</td>
</tr>
</tbody>
</table>

66
Overview – PCI DSS Compliance

As a Level 2 Merchant, we are required to

• Complete annual SAQ
• Quarterly Scans by an ASV
• Complete AOC

What is an SAQ? **Self Assessment Questionnaire**

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th># Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>3rd party e-commerce - outsourced</td>
<td>24</td>
</tr>
<tr>
<td>A-EP</td>
<td>Direct post e-commerce – merchant payment form</td>
<td>191</td>
</tr>
<tr>
<td>B</td>
<td>Phone, fax, imprint machine</td>
<td>41</td>
</tr>
<tr>
<td>B-IP</td>
<td>Internet terminal, network isolated</td>
<td>86</td>
</tr>
<tr>
<td>C</td>
<td>Payment system connect to internet</td>
<td>160</td>
</tr>
<tr>
<td>C-VT</td>
<td>VT on isolated network at one location</td>
<td>83</td>
</tr>
<tr>
<td>D</td>
<td>E-commerce w/o direct post or stores CHD</td>
<td>329</td>
</tr>
<tr>
<td>P2PE</td>
<td>Point-to-point encrypted payment device</td>
<td>33</td>
</tr>
</tbody>
</table>
Overview – PCI DSS Compliance

We have 200+ Merchants

- Each merchant must complete the SAQ appropriate for their payment environment
- SAQ is pass/fail
- The individual SAQs roll up into one SAQ that is completed for the entire state when we submit our AOC
Overview – PCI DSS Compliance

Penalties for non-compliance

• Fines
  – Months 1-3 $5k/month
  – Months 4-6 $25k/month
  – Months 7+ $50k/month

• Data breach - $MM in potential costs for remediation and credit monitoring

• Revoked right to process transactions

• Liability Claims

• Reputation
Progress – PCI DSS Compliance

We’ve accomplished:

• Merchant Surveys
• Review of payment environments
• Implementing standardized policies, procedures, best practices
• Reducing our PCI scope
  – SAQ A
  – SAQ P2PE
• Quarterly Network Scans
  – Ongoing remediation
• PCI training for business staff
• PCI training for IT staff
• Proactively tracking new projects that will have a payment component

<table>
<thead>
<tr>
<th>SAQ</th>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>3rd party e-commerce</td>
<td>24</td>
</tr>
<tr>
<td>A-EP</td>
<td>Direct post e-commerce</td>
<td>191</td>
</tr>
<tr>
<td>B</td>
<td>Phone, fax, imprint machine</td>
<td>41</td>
</tr>
<tr>
<td>B-IP</td>
<td>Internet terminal, network isolated</td>
<td>86</td>
</tr>
<tr>
<td>C</td>
<td>Payment system connect to internet</td>
<td>160</td>
</tr>
<tr>
<td>C-VT</td>
<td>VT on isolated network at one location</td>
<td>83</td>
</tr>
<tr>
<td>D</td>
<td>E-commerce w/o direct post</td>
<td>329</td>
</tr>
<tr>
<td>P2PE</td>
<td>Point-to-point encrypted payment device</td>
<td>33</td>
</tr>
</tbody>
</table>
Next Steps – PCI DSS Compliance

Moving forward:

• Continue meeting with Merchants to understand business needs
  – Merchant Survey reviews
  – On-site visits with our QSA
• Continue to reduce PCI Scope
  – Modify the way that agencies handle payments
  – Implement new Payment Gateway(s)
  – Replace POS devices with P2PE devices
• Workshops to complete SAQs
• Integrating ACH data security components
• Working with DTI’s Partner Services Engagement Team to help spread the word to agency IRMs
Next Steps – PCI DSS Compliance

- Continuing to reduce PCI DSS Scope
Challenges – PCI DSS Compliance

Challenges we’ve faced:
- Aligning work efforts with agencies
- Technical complexity of payment environments
- Obtaining P2PE devices
- Tight timeline; PCI Compliance deadline is March 31, 2023
- Sheer volume of work
- Prioritizing data security along with digital government modernization
GEAR Board Ask – PCI DSS Compliance

• Raise awareness of our PCI DSS Compliance efforts
  – Reduce scope
    • Use Point-to-point encrypted point of sales devices
    • Do not store cardholder data
    • Do not email cardholder data (ever)
    • Do not print or display cardholder data that is not properly masked
    • Outsource payment pages on websites/web apps
  – Follow best practice guidance given by OST and DTI

• Continue promoting Continuous Improvement Process efforts across the State
• Open Topics Discussion – Board

• Public Comment
Adjourn
Contact

Please direct any inquiries about the Delaware GEAR program to:

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

Bryan Sullivan (bryan.sullivan@Delaware.gov)
Director of Management Efficiency
Office of Management and Budget
Budget Development and Planning