

# Government Efficiency and Accountability Review (GEAR)

GEAR30 Board Meeting  
July 12<sup>th</sup> 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 June 28<sup>th</sup>, 2022*



# Old Business

---

## 2022 GEAR Board Schedule

Month	Date & Time	Location and/or Virtual
January	<del>Tues, 1/11 at 10 am</del>	<del>Virtual</del>
_____	_____	_____
May	<del>Weds, 5/18 at 10am</del>	<del>Carvel and Virtual</del>
July	Tues, 7/12 at 10am	Carvel and Virtual
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](mailto: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
- GEAR Continuous Improvement Practitioner (CIP) Status
  - Cohort 3 complete 6/16/22
    - 52 total trained practitioners
  - Nomination/Application process for Cohort 4 open
    - Due date August 4<sup>th</sup> – Earlier is appreciated
- GEAR Field Team
  - 61 members
  - Continued emphasis on growing project completions and quantifiable outcomes
- GEAR Portfolio Summary



# GEAR Portfolio

---

- 16 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  - Gray Project being assessed or withdrawn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
- 120 total projects

# GEAR Portfolio Projects by Organization

---

• DHSS	24
• DDL	5
• Judicial Branch	8
• DOE	7
• DNREC	10
• DSCYF	4
• DOJ	1
• DSHS	1
• ESD*	51
• GEAR P3	3
• GEAR	6
• <i>De/IDOT</i>	<i>Just joined</i>
• <i>DOC</i>	<i>Just joined</i>
• <i>DOL</i>	<i>Just joined</i>

## **\*Enterprise Services Delivery team**

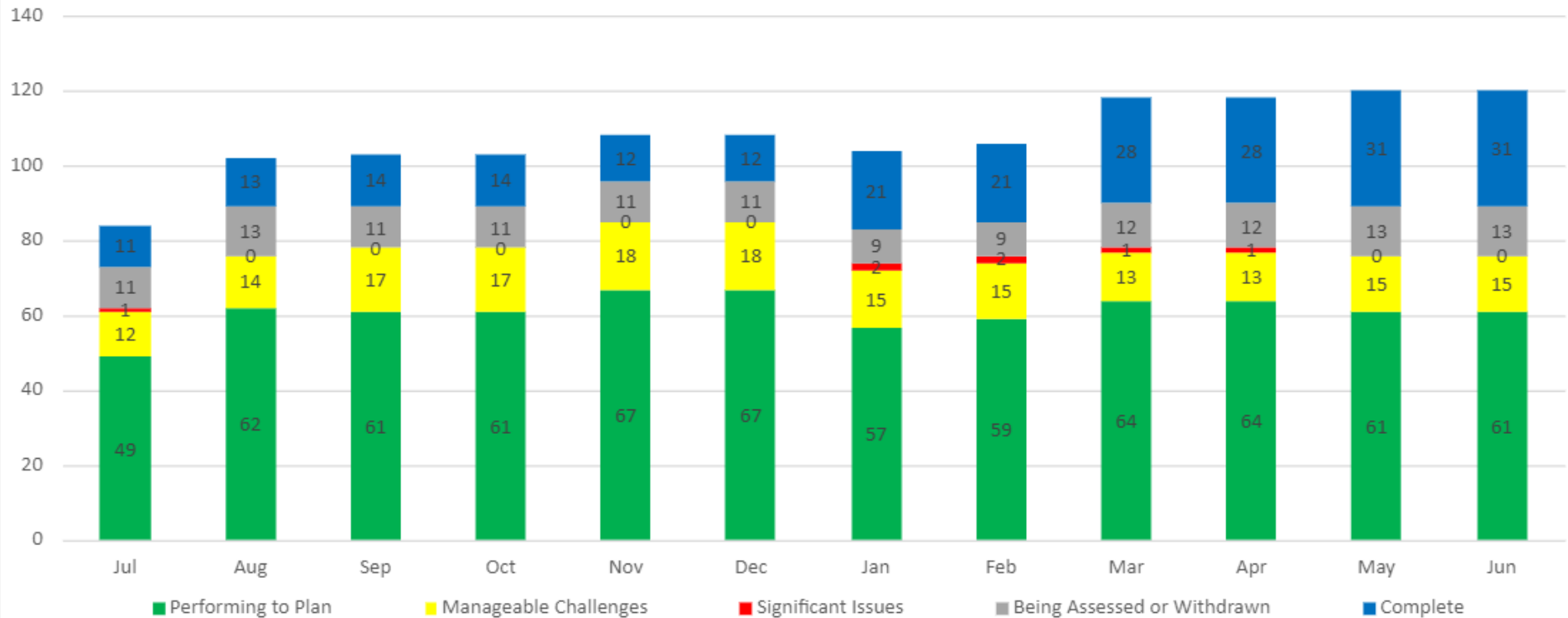
### **includes:**

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



# GEAR Portfolio Projects by Project Health

Project Totals



SFY 2022

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Total Projects	84	102	103	103	108	108	104	106	118	118	120	120

# Deep Dives

---

## Enterprise Services Delivery (ESD) Team

# ESD Deep Dive Project Presentations

---

1. ServiceNow  
Modernization **Prasad Alaparathi, Karlene Khan (DTI)**
2. ERP Systems  
Modernization **Jane Cole (DOF), Kevin Sclesky (OMB), Anne Spano (OMB)**
3. Document Signing  
Automated Processes **Rob Nicholson, Sal Servodio (DTI)**

---

# ServiceNow Platform

# ServiceNow Platform

---

## Overview

- DTI ServiceNow Platform overview
- ServiceNow Platform current usage
  - IT Services Management
  - Customer Services Management
- ServiceNow Modernization

# DTI ServiceNow Platform overview

An enterprise cloud solution used to create and automate business process workflows. When we use out of box features, this solution requires very little or no programming, making it easy to upgrade.

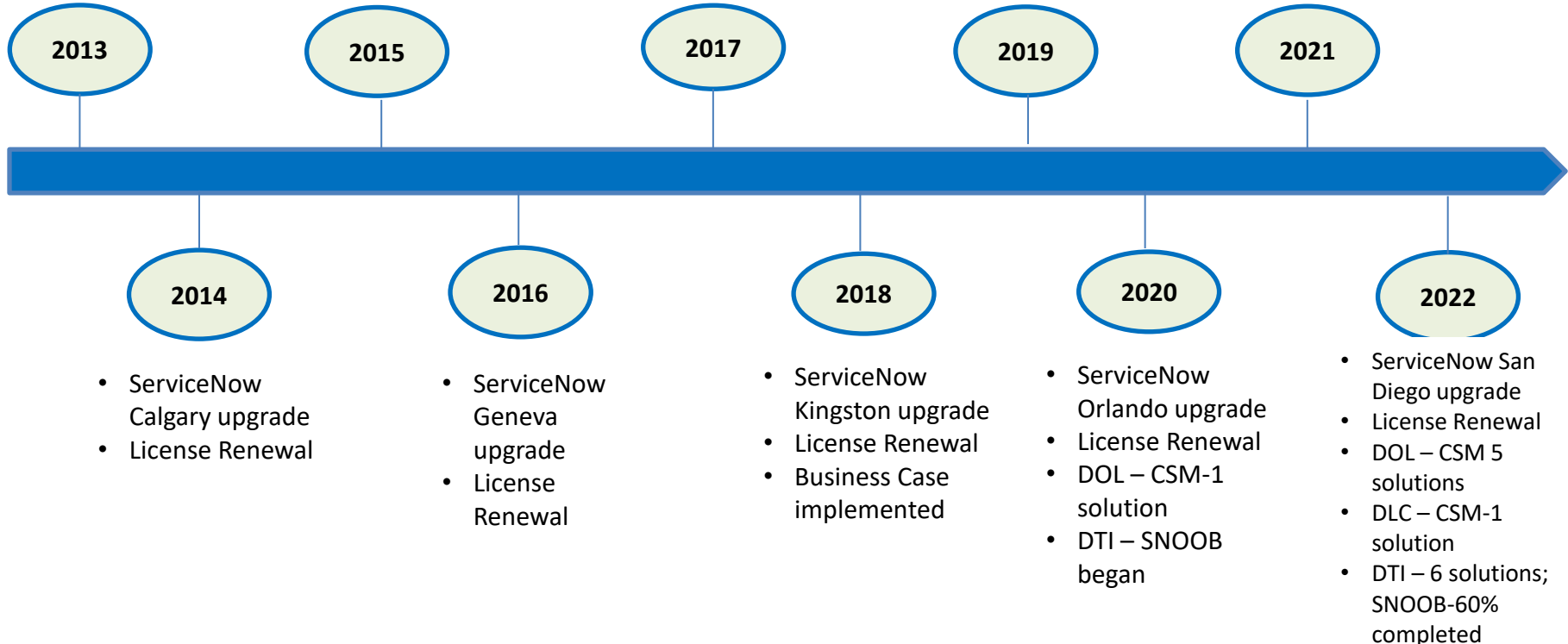
- DTI ServiceNow ITSM Implementation
- 1 instance

- ServiceNow Eureka upgrade
- License Renewal

- ServiceNow Istanbul upgrade
- License Renewal

- ServiceNow Madrid upgrade
- License Renewal

- ServiceNow Quebec upgrade
- License Renewal
- DOL – CSM-1 solution
- DTI - SNOOB



# ServiceNow Platform current usage

## Our ServiceNow Landscape



# ServiceNow Platform - IT Services Management

---

- 2013 - DTI implemented with the main goal of having a central database of all services; and to have quick and efficient resolutions to any issue for anything on that database. To also:
  - Identify and route a problem to the correct person for resolution
  - Track the status of where the issue is
  - Document the resolution for future knowledge
- Existing benefits derived at DTI:
  - Reduced downtime/cost with faster time to resolution
  - Knowledge build and sharing

## ITSMPro usage(IT Services Management)

Auditor of Accounts	Department of Labor	Insurance Commissioner
Criminal Justice	Department of Health and Social Services	Judicial
Department of Agriculture	Human Resources	Legal
Department of Correction	Department of State	Legislative
Department of Education	Department of Technology and Information	State Treasurer
Department of Elections	Department of Transportation	Office of the Governor
Department of Finance	Executive	
Department of Natural Resources and Environmental Control	Department of Services for Children, Youth & Their Families	Office of Management and Budget

# ServiceNow Platform – Customer Service Management

---

## CSM Pro(Customer Service Management)

Department of Labor

Delaware Learning Center(DHR)

### **DOL usage and citizen benefits.**

- 2020 COVID outbreak caused an increased citizen requests from 200/day to about 2,000/day
- Delaware was not equipped to handle this level of workload in a timely or efficient manner
- 5 apps were built on the SN platform in 6 weeks for unemployment inquiries, appeals, fraud, employer contributions, and re-employment services
- ROI –
  - Improved case resolution times by 58%
  - Process over 500,00 claimant inquiries
  - Process 156,000 live chats with citizens and employers
  - Assist citizens who were victims of unemployment fraud and identity theft
  - Process unemployment appeals from claimants and quickly and automatically send decisions
  - Manage employer inquiries regarding employee work refusals

### **DLC usage for training need.**

2022 – DLC – Expanded use of SN

- Approximately 42K users inclusive of citizens easy access to training materials
- DE citizens will now have a public portal that they are able to submit support cases, provide more information to agents and track the status.
- 5 apps built within 5 months
- Provides DHR with a tool to easily analyze data and system utilization to find areas for improvement and ability to respond to system issues much faster than in the past.

# Next Steps - ServiceNow Modernization

---

- ServiceNow has become an integral part in our ITSM processes over the years. Specifically, Incident, Requests, Change, Problem and Knowledge Management. Over the years, many other workflow solutions have been added into this platform, and the demand for these other services has been increasing at a rapid pace. Our need to ensure accurate data utilized by these processes is paramount in providing highly efficient services offered to our agency partners and the end users. Leveraging this platform to look at our IT environment holistically will allow us to improve our visibility into the processes required to deliver our offered services; and meet the demands of our partners for improved employee experiences.
- ServiceNow Modernization will enable us to effectively deliver the Secure End User Services(SEUS) package. This will allow us to modernize our processes and technology to meet the demands of our agency and partners, whose reliance on IT services has grown exponentially from the impact of COVID-19.
- We are investing 7.5 M by end of 2024 on this program

## Program Details

- ServiceNow Modernization Program Manager
- SEUS Purchasing to Fulfillment
- Integration Hub
- Okta provisioning and life cycling
- IT Operations Management (ITOM) with Discovery
- ITSM Chatbot/Virtual Agent.
- Software Asset Management (SAM)

# ServiceNow Modernization

---

SEUS Procurement	Single business process for both DTI and its customers leveraging ServiceNow's delivered procurement process. This is one of the major initiative for IT Centralization (Secure End User Services) planned for the next upcoming years which will help to optimize statewide services;
IntegrationHub	reduce customizations; and increase integrations with other software utilized by DTI. This will ultimately reduce upgrade cost and promote high availability if IT solutions used.
OKTA Provisioning & Life-cycling	Single source for resource lifecycle (onboarding & offboarding)
ITSM Chatbot & Virtual Agent	Modernize ITSM tools for Service Desk. Automated communication without Service Desk interaction to address issues speeding up resolution.
IT Operations Management with Discovery	Reduce manual data entry and imports and provide Application Discovery. Automate relationships between configuration items with Service Mapping and Service Graphs. Improve data quality in the CMDB. This will help to identify live inventory usage to help optimize the inventory.
Software Asset Management (SAM)	Improves tracking of end user software licenses. Provide a self-service request portal for employees to request software licenses. This will provide license managers (agency resource) the visibility of licenses and allocations for tracking software. This will help to eliminate unused licenses which will be a big ROI.

# ServiceNow

---

## GEAR Board Requests

- Along with ITSM there are 16 other products with additional features being supported by platform. In upcoming three years we anticipate increase in our usage.
- Staff Augmentation Model - As the platform scales the expectation is that the support team scales.
  - DOL CSM project completion – additional resource support required to compliment DTI SN Team.
  - DLC CSM project completion - additional resource support required to compliment DTI SN Team.
  - ServiceNow Modernization completion - additional resource support required to compliment DTI SN Team.

---

# ERP Modernization

# ERP Modernization

---

## Overview

- Delaware's current PeopleSoft Human Capital Management and Financials and Supply Chain Management reach end-of-life in 2030
- PHRST (Payroll, Human Resource State Technology), First State Financials (FSF) and Pensions applications
  - Technically outdated
  - Provide minimal enhancements for users in a mobile environment
  - Highly complex and customized to administer requiring a specialized workforce
  - Minimal new functionality is provided by Oracle PeopleSoft on-prem product

# ERP Modernization

---

## In Progress

- Completed evaluation with DTI Contractor Info-Tech on State's readiness – outcomes to be incorporated in assessment
- Completed PeopleSoft Cloud readiness evaluations – outcomes to be incorporated in assessment
- Engaged CAI to assist with assessment of current systems and evaluation of options – work contracted for two years, and Statement of Work established
- With support from bond bill, establishing in-house positions and additional contractual staff to accomplish milestones within the SOW

# ERP Modernization

---

## Next Steps

- Detailed Project Plan to be developed by CAI and provided to State
- Establish goals of modernization for each system
- Reach out to K-12 and other critical end users for input to establish requirements
- Develop RFP for ERP Modernization

# ERP Modernization

---

## Challenges

- Obtaining sufficient resources with expertise required for project while maintaining existing operations
- Changing business processes to reduce customizations
- Obtaining buy-in from schools and agencies for process changes

# ERP Modernization

---

## GEAR Board Requests

- Support for business process changes
- Liaison for legislative initiatives that impact the system customizations

# DelSign – Powered by AdobeSign

---

## eSignature

### Definition:

An electronic signature is, like its paper equivalent, a legal concept. According to the U.S Electronic Signatures in Global and National Commerce Act, an e-signature is an "electronic sound, symbol, or process attached to, or associated with, a contract or other record and adopted by a person with the intent to sign a record."

eSignature for the State of Delaware (DelSign) is electronically replacing wet signatures on a document or set of documents, making the document signing process more efficient, and enabling electronic, tracking, storing and retrieval of documents.

### Value:

- A single workflow/transaction can be one or multiple signatures
- Document managers have a dashboard for document status
- Signature request via email with reminders
- Reduces turnaround time and costs of signing documents
- Enable document signing via mobile devices
- Maintain digital copy of document that is searchable
- Multi-organization, internal/external and multi-signature workflows
- Enhances modernization of workflows to support Digital Government
- Potentially transform many state document signing processes

Pre-purchased: 165,000  
transaction with Cares Act  
Expiration date: Nov 2023  
(Working on extension with  
Adobe)  
Total Sent: 2474 (1874 + 600)



# DelSign – Powered by AdobeSign

---

## Primary Benefits

- Improve visibility and management of documents that require signatures throughout the "journey"
- Trackable and measurable "time to completed" of documents is now available
- Decreased usage paper/ink (ie DNREC HR has saved over 40,000+ pieces of paper)
- Most agencies use Adobe products and have various workflows that require a signature component

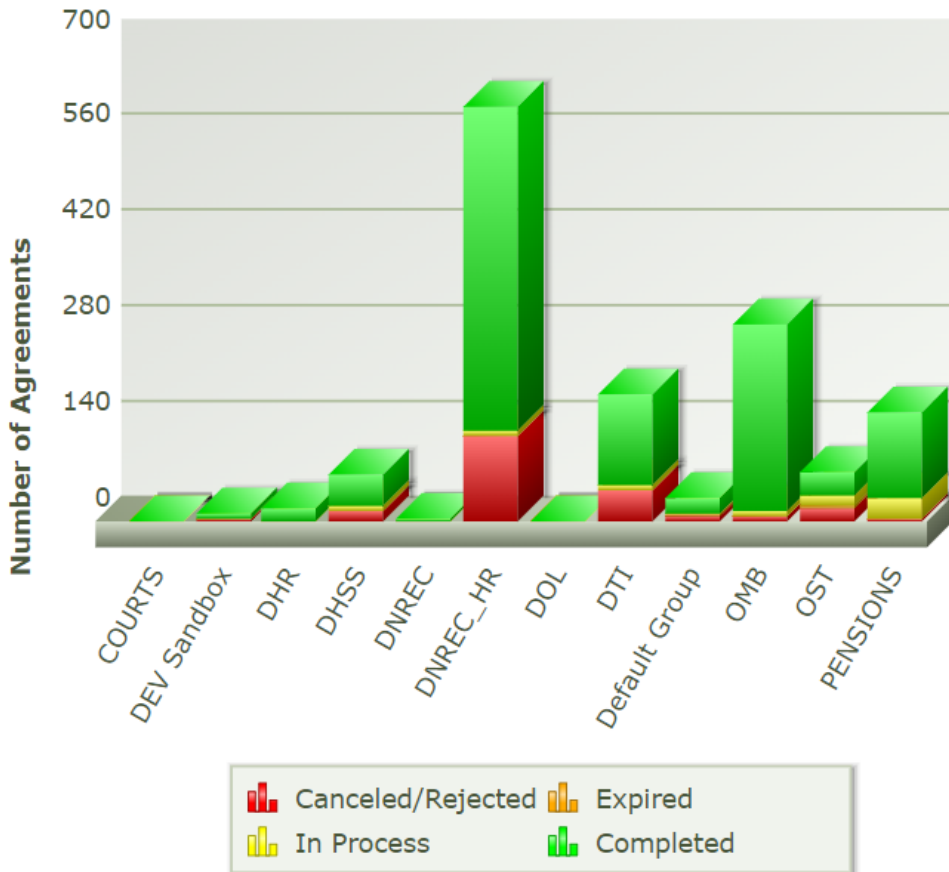
## Secondary Benefits

- O365 Integration (Email, Word, and Teams) across various workflows
- Linked LGAs for non-ITC agencies (DHSS saving 10-15% across all products)
- Revising processes, workflows and authorization requirements
- Broader Adobe contracts reviews
- Robotic Process Automation using Power Automate to initiate various forms to be completed with AdobeSign

# DelSign – Powered by AdobeSign

## Utilization: July 2021 – July 2022

Agreements By Group



Up over 200% in 12 months

Total Sent:	1479
Canceled or Rejected:	246
In Process:	82
Completed:	1146
Expired:	5
Unique Senders:	46

Total Sent: 2474 (1874 + 600)  
 Total Pre-purchased: 165,000  
 Expiration date: Nov 2023 (Working on extension with Adobe)

# DelSign – Powered by AdobeSign

## Uses Cases, Benefits and Potential



Use Case / Usage: New Employee Onboarding / 1200+  
Benefits: Time/ink/paper savings by “staying digital”, streamlined workflow with OnBase, and improved new hire paperwork management across agency  
Potential: 2000+ annually

OFFICE OF  
**management**  
**+ budget**

Use Case/Usage: GSS Contracting Amendments, Pensions & other standard forms / 450+  
Benefits: Saving time on manual processes “print, sign and scan”, digital filing, and less paper.  
Potential: 1000+ annually



Use Case/Usage: PCard Log & other standard contracts / 160+  
Benefits: Improved user experience  
Potential: 200+ annually

# DelSign – Powered by AdobeSign

---

## Active Use Case Development

- DHR
  - SBO forms 10,000+ annually
  - New Employee Onboarding software integrations 5,000+ annually
- K-12
  - Smyrna 5,000+ annually
  - Delmar interested
  - Red Clay interested
  - Odyssey Charter School interested
- DOE
  - Standard business forms
- DTI
  - Procurement Office 300+ per year
  - Power Automate for Standard Forms
- OMB
  - Robotic Process Automation using Power Automate for Standard Forms (After the Fact Request Waiver)
- DHSS
  - Standard business forms

# DelSign – Powered by AdobeSign

---

## Next Steps

- Continue Use Case Development and User Onboarding
- Finalize AdobeSign "User Guide" by September 2022
- Work through Adobe Contract review and renewal process by Oct 2022
- Define Future State operational, fiscal and technical plan by Jan 2023

Questions?

# Deep Dives

---

## GEAR Field Team (GFT)

# GFT Deep Dive Project Presentations

---

1. Judicial Information Center  
Office Space Efficiency and  
Project: CASCADE

**Ken Kelemen, Courts**

2. DLC Help Desk Ticketing  
Solution

**Jim Robinson, DHR**

# Overview

---



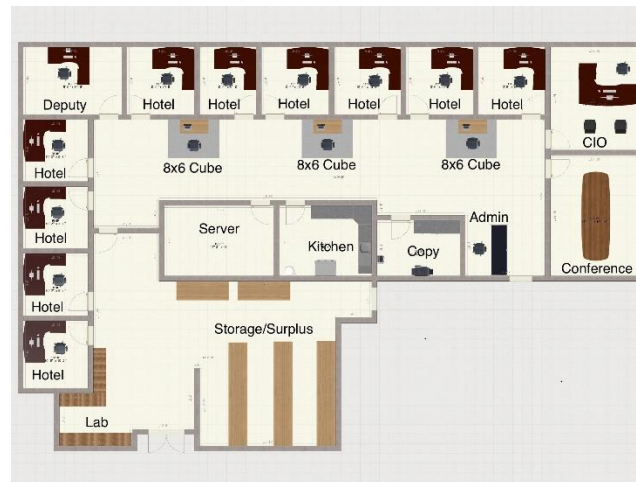
- Judicial Information Center Office Space Efficiency



- The JIC Office Space is approximately 12,500 sqft
- Historically, this space was used for staff, storage, joint meetings, and training events
- Lease coming up March 2023
- Increased desire for remote work for IT staff
  - Further increased by pandemic
- Fewer in person events, space unused
- Move to smaller space – Implement Hotel Model

# Progress

- New location identified – 5,000 sqft
  - Will save \$1.3 Million in Rent over 10 year contract
- Contract negotiated w/ OMB Support
  - Pending final signatures – In Progress
- Layout of new space created



# Next Steps

---

- Sign Agreement
- Finalize move plan
  - Surplus of old equipment Q4 2022
  - Begin move Q1 2023

# Challenges

---

- Development of new processes to embrace hotel model
  - How to schedule an office
  - How to schedule events/meetings
  - Consistent performance metrics and evaluation to ensure remote work is a value to DE
  - Opportunity to create model others can leverage

# GEAR Board Ask

---



DELAWARE  
COURTS  
JUDICIAL BRANCH

- Continue to support Remote Work in Delaware

# Overview

---



- E-Filing/Case Management/Document Management
  - Major effort for Delaware Judicial Branch
  - New systems for all Courts, Civil and Criminal
  - Improved public access, online filing options
  - Improved security and consistent system modernization
  - Greater reporting options
  - More flexibility to accommodate legislative changes
  - Reduced reliability on Mainframe technology

# Progress

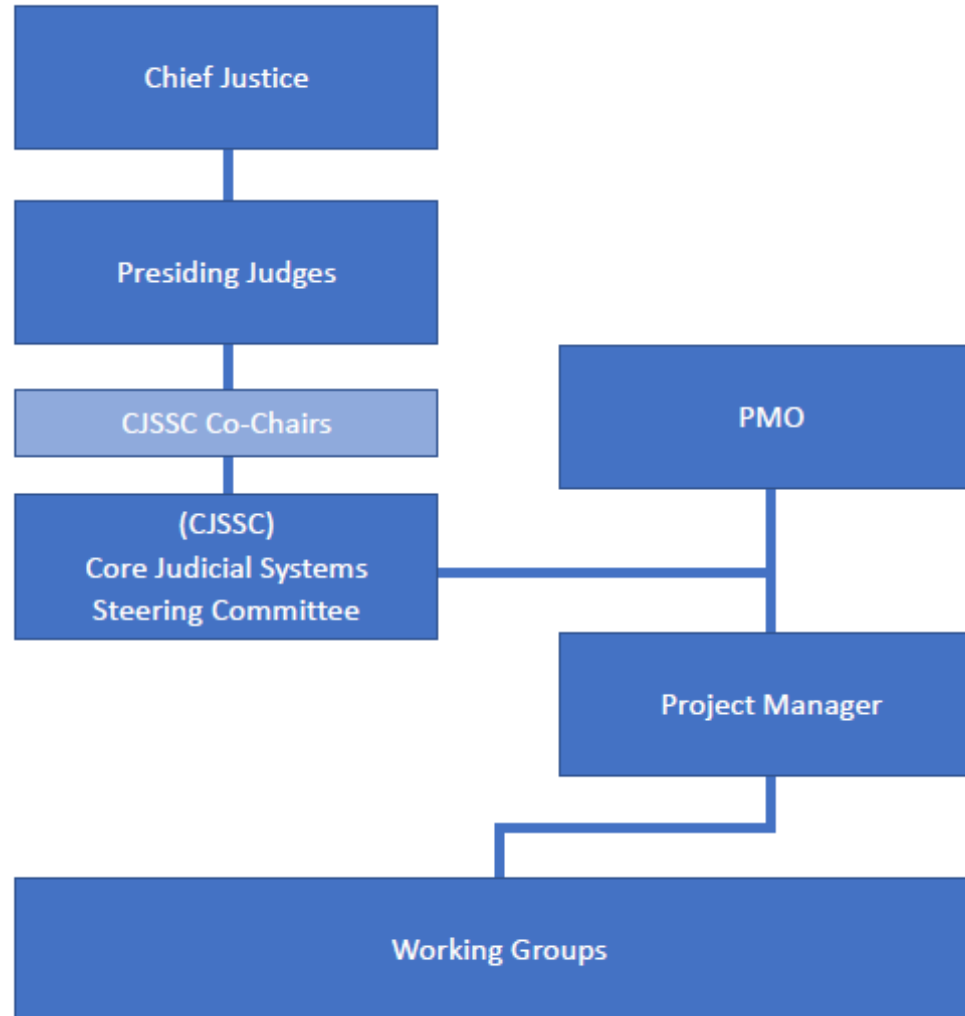
---

- Vendor(s) selected
  - Thomson Reuters and File and ServeXpress
- ARPA Funding secured – One-Time Costs
- Civil Discovery
  - Contractual effort to fully evaluate and confirm solutions will meet Court needs
  - Civil Court Business Process Reviews complete
  - Work continues on Integrations and Data Migration
- Criminal Discovery
  - Statement of work drafted – In Negotiation
- Hired Project Manager
- Governance Structure Created
- Branding

# Progress



- Governance Structure Created



# Progress

---



- Branding
  - Project: CASCADE



## Why Project: CASCADE?

- *CASCADE: n. something arranged or occurring in a series or in a succession of stages so that each stage derives from or acts upon the product of the preceding*
- Aside from representing the importance of proper staging for this project, CASCADE as an acronym also represents the core concepts the Delaware Judicial Branch will embrace with this project.
- **Centralized, Accessible, Secure, Configurable, Agile, Digital, Evolutionary**

# Next Steps

---

- Finalize Criminal SOW – Schedule Criminal Discovery
  - Engagement with partner agencies
- Negotiate Master Agreement – Q1/Q2 2023
  - Evaluate final costs – Plan funding
- Begin implementation Q2 2023
  - 3-5 year effort from this point

# Challenges

---

- Project Size
  - Not only will this project be a major effort for the Judicial Branch, but it will also change the way the public and State Partners interact with the Courts
- Project Duration
  - The Judicial Branch is sometimes depended on to produce new statistics and support system changes to support legislation
  - Project Fatigue will affect some consumers
- Costs
  - Full project costs are not yet known and may require budget requests

# GEAR Board Ask

---



- We ask that those partner agencies affected by this effort work with us so that this project is a success
- We ask for support in any budget requests in support of this project as it is critical to the long-term success of the Judicial Branch

Thank you for your support!



Delaware Department of  
**Human Resources**

# **Delaware Learning Center (DLC) Help Desk Ticketing Solution UPDATE**



**DELAWARE LEARNING CENTER**



# DLC Help Desk Ticketing Solution

---

## Overview

- DHR does not have an automated and standardized method to manage and track incoming Delaware Learning Center (DLC) system support requests from their customers (State employees, agencies system administrators, community partners/citizens)
  - Since the DLC was deployed in 2015, DHR has been using email and phone calls to manage and track 10,000+ requests that come in each year
  - Most of the requests are multiple faceted with numerous interactions and exchanges of supporting documentation
  - DHR provides tier I and tier II support to all system users and agency training programs
  - System utilization has exponentially increased since initial implementation (42k+ users, 377K+ training registrations in 2021, 90 State agency training programs) while the staff to support has remained constant

# DLC Help Desk Ticketing Solution

---

## Current State

- Non-standardized and manual process workflows
- Inefficient
  - Unable to efficiently track requests and issue resolution progress
  - Users will email same requests for support to multiple system administrators wasting productivity time
  - Supporting documents are stored in multiple locations
- No metrics or standardized reporting of issues/resolutions

## Future State

- Standardized and automated process workflows
- Single point of information and communication
- Assignment of tasks/tickets to training providers
- Metrics

# DLC Help Desk Ticketing Solution

---

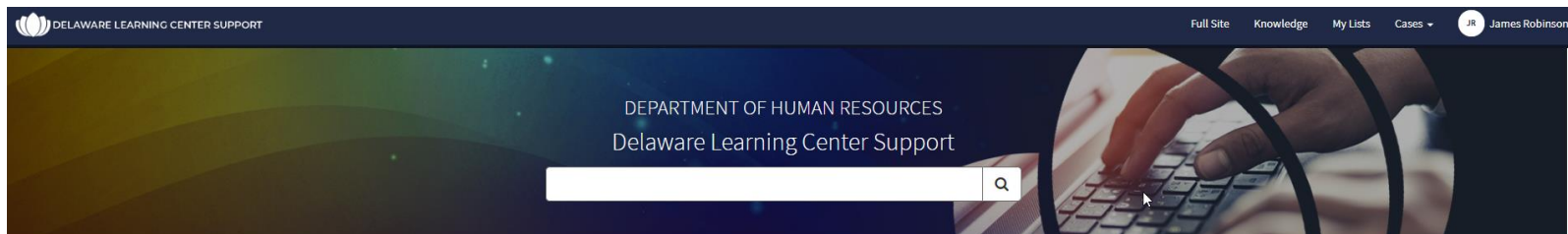
## In Progress

- Phase I
  - Evaluate and document existing processes
  - Create requirements documentation for RFP
- Phase II
  - Review SOWs and vendor quotes
  - Secure funding & Select vendor for implementation and support
  - Modify processes to create optimized workflows incorporating the SN solution
- **Phase III (We are here)**
  - MOU between DHR and DTI on post go-live support
  - Promotion to ServiceNow CSM Production Portal (7/14/22)
  - Change management activities for DLC agency administrators and system users
  - Go-live for all system users (7/18/22)
  - Develop governance with ServiceNow CSM configuration for all state agencies

# DLC Help Desk Ticketing Solution

## Updates Since January 2022

- Selected ServiceNow Customer Service Management (CSM)
  - Same as Department of Labor
- Work with ServiceNow (SN) implementation vendor Cask and DTI to create catalogs, process flows, knowledge base, integration with Okta, and integration with existing CSM instance
- Finished user acceptance testing (UAT) now working on go-live/project closeout activities
- New name is *Delaware Learning Center Support Portal*
- Worked with DTI Okta team to integrate my.delaware and id.delaware, DTI Telecom Team to integrate email, and DTI ServiceNow Team to assimilate our portal into the State of Delaware's ServiceNow ecosystem



### Knowledge

Browse and search for articles, rate or submit feedback.



### Request Something

Browse the catalog for services and items you need



### Get Help

Open an case for a problem you are experiencing with the Delaware Learning Center



# Delaware Learning Center Support Portal

---

## Lessons Learned (so far)

- The requirements gathering process took a long time, but paid off in the end
- For this (or any) technology project, creating a true partnership with DTI was the best decision we made
- Involving all technical teams early is imperative
- Having a really good solution implementer is unbelievably important
  - Industry best practices, communication, technical/business competency, partnership
- Solid project management activities were invaluable
  - Charter, sponsor support, risk management, critical path, controlling scope, proper closeout
- This type of project lent itself to process improvement opportunities while developing and implementing a solution
- Post go-live planning and documentation also really important
- Being comfortable with being uncomfortable (also a life lesson)
  - Not knowing the platform going into the project, trusting the experts and processes in place

# Delaware Learning Center Support Portal

---

## GEAR Board Requests

- Continue to support the Continuous Improvement Practitioner (CIP) training program as these skills are invaluable for planning the project, process improvement activities, and managing this change.
- Be the advocate and conduit for true partnerships with DTI for any technology project and implementation



DELAWARE LEARNING CENTER



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

# Adjourn

---



# Contact

---



*Please direct any inquiries about the Delaware GEAR program to:*

Charles Clark ([charles.clark@Delaware.gov](mailto:charles.clark@Delaware.gov))

Executive Director of Government Efficiency &  
Accountability Review (GEAR)  
Department of Finance

Bryan Sullivan ([bryan.sullivan@Delaware.gov](mailto:bryan.sullivan@Delaware.gov))

Director of Management Efficiency  
Office of Management and Budget  
Budget Development and Planning