

# Government Efficiency and Accountability Review (GEAR)

GEAR32 Board Meeting  
November 16<sup>th</sup>, 2022



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

# Agenda

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15 min

1. Introductions/Roll Call
2. Old Business
  - Review and Approve Minutes
3. 2023 Schedule
4. New Business
5. 2022 GEAR Annual Report Highlights
  - Approve Annual Report
6. Enterprise Services Delivery
7. GEAR Field Team
8. Open Topics Discussion – Board
9. Public Comment
10. Adjourn

90 min



# 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 10<sup>th</sup>, 2022*



# Old Business

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## 2022 GEAR Board Schedule

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

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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## 2023 Board Meeting Schedule (proposed)

- Tuesday January 10 10:00 a.m.
- Wednesday March 15 10:00 a.m.
- Tuesday May 16 10:00 a.m.
- Tuesday July 11 10:00 a.m.
- Tuesday September 12 10:00 a.m.
- Wednesday November 15 10:00 a.m.

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

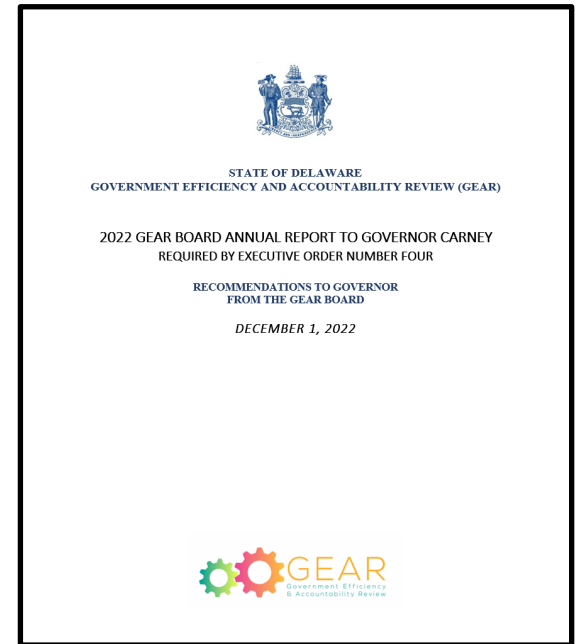
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# New Business

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- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Task Force continue regular meetings
- Cohort #4 of GEAR Continuous Improvement Practitioner (CIP) in training. Recruit cohort #5 currently receiving applicants through mid-December.
- GEAR Annual Report
  - Review highlights
  - Board vote to accept draft



# GEAR P3 Task Force

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- Ready in 6 Survey
  - Purpose
    - Identify specific permitting process pain points and bottlenecks
  - Distributed October 14 to ~1500 recipients
    - Committee of 100, State Chamber of Commerce, Delaware Business Roundtable, Ready in 6 Coalition, Greater Kent Committee, Kent Economic Partnership, Municipal representatives, etc.
    - 56 responses (11/14/22)
  - Next Steps
    - Follow up message to increase responses
    - Close survey and analyze results in December
      - Charter program based on results

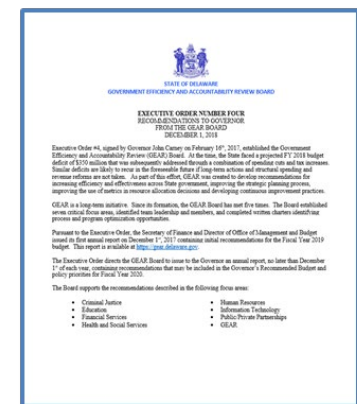


# GEAR Annual Report

- Sixth Annual Report - In 54 pages, describes the State's many continuous improvement and project management achievements, including recommendations for the Governor's consideration
- Report successfully emphasizes quantifiable outcomes
  - With rough order of magnitude estimate of aggregate savings
- 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 21 <sup>st</sup>	Final comments due from Board
Nov 29 <sup>th</sup>	Final version emailed to Board
Dec 1 <sup>st</sup>	Report posted on GEAR website



# GEAR Annual Report

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**Rough order of magnitude quantifiable outcomes savings across 4 categories- \$61 million to \$65 million**

**Reduced Costs** – *fixed costs, total cost of operation, time or people involved, raw materials consumed, or reused/repurposed assets/resources*

**Process Improvement** - *complexity reduction, number of process steps/elimination of waste, velocity of process, or number of errors*

**Enhanced Value** – *return on investment, competitive advantage, revenue/profit, quality, or project management tools used to deliver project(s) on time and/or under budget*

**Customer Outcomes** – *customer satisfaction, customer engagement (including employees), net promoter scores, or user experience ratings*

# GEAR Annual Report Structure

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- Executive Summary
- Main body of report sections:
  - GEAR Program Management Team
  - GEAR Public/Private Partnership Task Force
  - Enterprise Services Delivery Team
  - GEAR Field Team
  - Education / EdGEAR

# Section- GEAR Program Management

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- Drive Continuous Improvement Training and Development
  - Support \$200,000 investment
- Grow the GEAR Field Team (GFT) and Enhance GEAR Program Portfolio
- Leverage a Strategic Roadmap for the Enterprise Services Delivery Team (ESD)
- Support the Ready in Six Initiative (Ri6)
- Implement Career Pathways to Improve Employee Recruitment and Retention
  - Project Management, Process Improvement, Change Management
- Amend Government Accountability Act and First State Quality Improvement Fund
- Expand Enterprise Solutions for Project and Process Management (Planview and ARIS)
  - Support \$112,000 investment

# Section- Enterprise Services Delivery

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## **Enterprise Services Delivery Team**

- Plan for Replacement of Enterprise-Wide Computer Applications
- Review Document Management (Electronic Signature)
- Track COVID-19 Federal Funds

## **Office of State Treasurer (OST)**

- Implement Digital Government Payment System

## **Office of Management and Budget, Division of Facilities Management**

- Lower Lease Costs and Restructure Lease Program

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

- Improve Data Integration and Mapping

## **Office of Management and Budget And Department of Finance**

- Streamline Financial Services Workloads, Payment Flows and Training

## **Department of Finance**

- Implement an Integrated Revenue Administration System (IRAS)

# Section- Enterprise Services Delivery

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## **Department of Technology and Information (DTI)**

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

## **Department of Human Resources (DHR)**

- Modernize Human Resources Service Delivery
- Centralize Policies and Procedures
- Standardize HR Processes
- Drive Leadership Training Opportunities
- Expand Employee Recognition
- Reduce Healthcare Costs
- Support COVID-19 Vaccination and Testing Certification
- Implement Strategies to Support a Respectful Workplace

# Section- GEAR Field Team

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## Judicial Branch

- CASCADE- Centralized, Accessible, Secure, Configurable, Agile, Digital, Evolutionary
- Reduce Debt Burden for Ex-Offenders

## Department Of Health And Social Services (DHSS)

- Optimize DHSS Blocked Fleet Vehicles
- Establish DHSS Dashboard
- Reimagine State Service Centers
- Train to Improve Dementia Care in Long Term Care (LTC)
- Improve Access to Long-Term Services & Supports Through Strategic Resource Usage
- Engage In Person-Centered Strategic Action Plan for DSAAPD Long-Term Services & Supports
- Reform Alignment and Intrinsic Staff Engagement in Training (RAISE-IT)

# Sections- GEAR Field Team and EdGEAR

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

- Standardize Document Management across the Department
- Modernize Online Services
- Enhance Park Visitation Service
- Environmental Justice Initiative

## **Department of State**

- Build Delaware Communities of Excellence (DECOE)
- Install Radio Frequency Identification (RFID) Infrastructure in DE Libraries

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

- Implement Continuous Quality Improvement through Administrative Case Review
- Develop Trauma-Informed Workforce and Organization Culture

## **Education GEAR (EdGEAR)**

- Improve Support Services within Public Education
- Review Capital Project Processes

# GEAR Board Action Item

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- Seek a motion to approve Annual Report subject to final edits
- Reminder: Any final edits due from Board members/designees by November 21
- Communicate to Chuck, Dan, and Bryan

# GEAR Portfolio

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- 14 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, withdrawn or on hold
  - Blue Project complete
  - Purple Quantifiable outcomes measured for project in operations
- 125 total projects

# GEAR Portfolio Projects by Organization

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• DHSS	24
• DOS	6
• Judicial Branch	9
• DOE	8
• DNREC	10
• DSCYF	6
• DOJ	1
• DSHS	1
• ESD*	51
• GEAR P3	3
• GEAR	6
• <i>DeIDOT</i>	0
• <i>DOC</i>	0
• <i>DOL</i>	0

Total 125

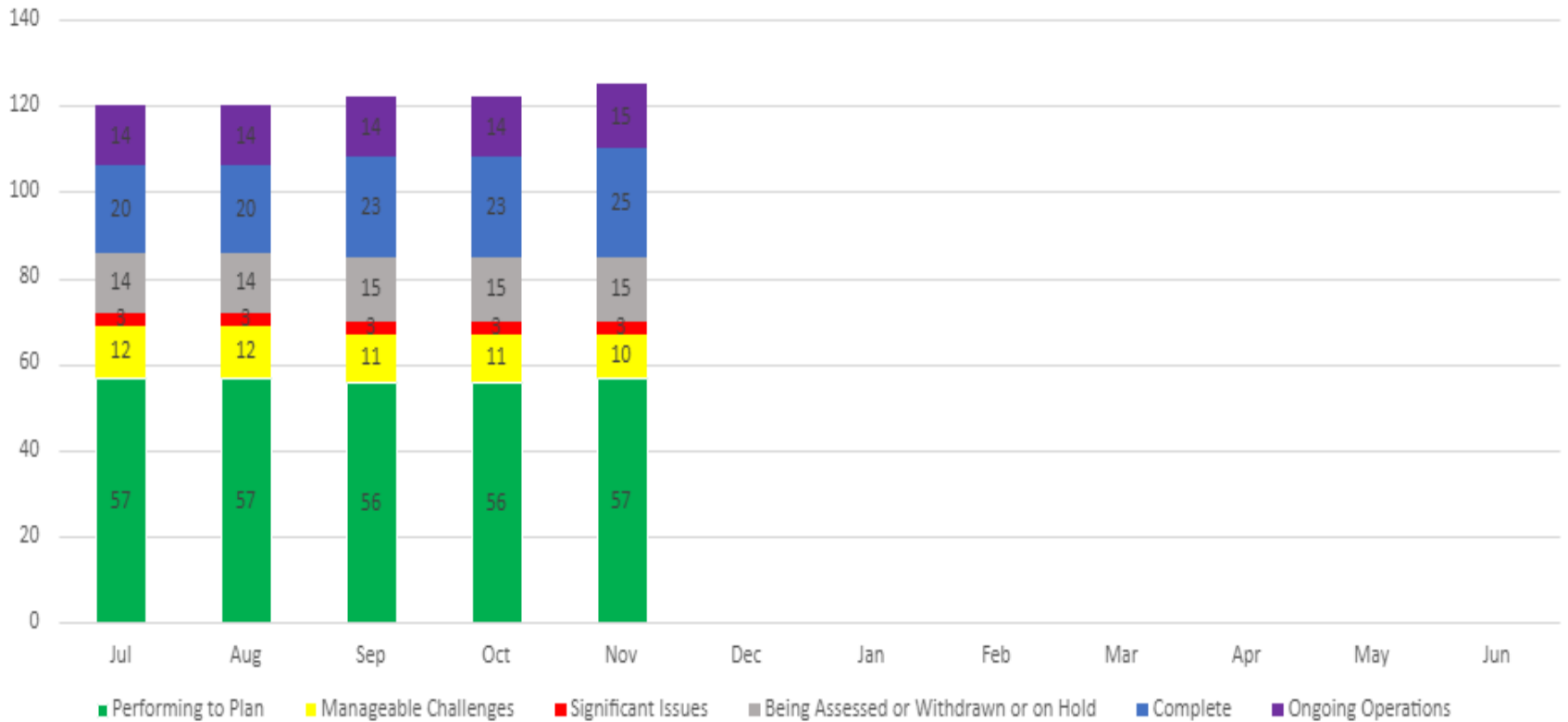
**\*Enterprise Services Delivery team**

**includes:**

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

# GEAR Portfolio Projects by Project Health

FY 2023 Project Totals



# Strategic Roadmap Overview

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## Enterprise Services Delivery (ESD) Team

# ESD Strategic Project Roadmap View

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- Prototype high level view:
  - Multiple projects
  - Multiple dimensions
- Subset of 125 projects in the Program portfolio (ESD has 51 projects underway)
  - Long-term and large-scale modernization projects
  - IT system (ERP) migrations and configurations
  - Integrated projects across multiple agencies

# Strategic Roadmap Overview

Agency with Project #	Enterprise Level Projects	Start Date	Anticipated Completion Date	Current Project Phase	Priority	Primary Quantifiable Outcome Category	Cost	Remaining Days To Completion (Autocalculated Based on Completion Date)	Internal Effort (Estimated Total Staff Hours)	Estimated Return on Investment (ROI) Category	Agencies Impacted (Insert Agency Acronyms or "All" or "Most")
1.0	<b>DTI Strategic Roadmap Projects</b>										
1.1	Improve IT investment management through SEUS	7/1/2020	6/30/2025	Project Implementation	High	Enhanced Value	Medium (\$250K - \$1M)	684	200,000	High	Most
1.2	Digital Government Foundation Implementation	8/1/2021	12/31/2026	Contract/Award Development	Very High	Customer Outcomes	Major (>20M)	1077	200,000	High	All
2.0	<b>DHR Strategic Roadmap Projects</b>										
2.1	DLC Case Management System (DLC Support Portal)	2/28/2022	7/28/2022	Project Closeout	High	Process Improvement	Medium (\$250K - \$1M)	-80	950	Medium	All
2.2	ServiceNow Employee HR Service Center (Employee Success Center)	9/1/2023	9/1/2024	Requirements and Data Gathering	Medium	Customer Outcomes	High (\$1M - \$5M)	468		Medium	All
2.3	Automated Recruitment, Onboarding and Offboarding Solution	3/16/2022	6/30/2023	Contract/Award Development	Very High	Process Improvement	Medium (\$250K - \$1M)	163	5500	Medium	All
2.4	Electronic Human Resource Files (DHR OnBase)	6/9/2022	5/1/2023	Contract/Award Development	Very High	Process Improvement	Medium (\$250K - \$1M)	119	1000	Medium	All
2.5	Digitizing Human Resources Documents	1/1/2022	12/31/2024	Requirements and Data Gathering	Very High	Process Improvement	Medium (\$250K - \$1M)	555	1000	Medium	All
2.6	Classification/Compensation Workflow Tracking System	4/1/2020	12/31/2023	Requirements and Data Gathering	Medium	Process Improvement		293		Medium	All
3.0	<b>DOF Strategic Roadmap</b>										
3.1	Integrated Revenue Administration System (IRAS)	7/15/2019	8/1/2024	Project Implementation	Very High	Process Improvement	Major (>20M)	447	100,000	Medium	All
3.2	ERP Migration	6/1/2022	6/30/2029	Requirements and Data Gathering	Medium	Process Improvement	Major (>20M)	1728	204,000	Medium	All
3.3	Statewide Land Use Inventory	8/8/2018	6/30/2024	Requirements and Data Gathering	High	Process Improvement	Medium (\$250K - \$1M)	423	1,350	Medium	All
4.0	<b>OST Strategic Roadmap Projects</b>										

# Strategic Roadmap Overview

Instructions - Please fill in columns A through L for your agency. Notes are included under each column header with detail on the criteria, in addition to a key for each criteria set at the bottom of this document.

Agency with Project #	Enterprise Level Projects	SFY22	SFY23 (Jul 22 - Jun 23)				SFY24 (Jul 23 - Jun 24)				SFY25 (Jul 24 - Jun 25)				SFY26 (Jul 25 - Jun 26)				SFY27 (Jul 26 - Jun 27)			
		4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
1.0	<b>DTI Strategic Roadmap Projects</b>																					
1.1	Improve IT investment management through SEUS	M	M	M	M	M	M	M	M	M	M	M	M									
1.2	Digital Government Foundation Implementation - my.delaware.gov	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP									
2.0	<b>DHR Strategic Roadmap Projects</b>																					
2.1	DLC Case Management System (DLC Support Portal)	M	M																			
2.2	ServiceNow Employee HR Service Center (Employee Success Center)				H	H	H	H	H	H												
2.3	Automated Recruitment, Onboarding and Offboarding Solution	M	M	M	M	M																
2.4	Electronic Human Resource Files (DHR OnBase)	M	M	M	M																	
2.5	Digitizing Human Resources Documents	M	M	M	M	M	M	M	M													
2.6	Classification/Compensation Workflow Tracking System	L	L	L	L	L	L															
3.0	<b>DOF Strategic Roadmap</b>																					
3.1	Integrated Revenue Administration System (IRAS)	MP	MP	MP	MP	MP	MP	MP	MP	MP												
3.2	ERP Migration		MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP
3.3	Statewide Land Use Inventory	M	M	M	M	M	M	M	M													
4.0	<b>OST Strategic Roadmap Projects</b>																					
4.1	Local (over the counter) banking project	L	L	L																		
4.2	Digital government - payment portal	M	M	M	M	M	M	M	M	M	M											
4.3	Treasury management system(s)	M	M	M	M	M	M	M	M	M	M	M	M	M								

# Strategic Roadmap Overview

Totals by Priority (Risk Level) -->	Low	0
	Medium	6
	High	8
	Very High	5

Totals by ROI Category-->	High	3
	Medium	10
	Low	1
	Negative	0

Totals by Cost-->	Low	1
	Medium	8
	High	1
	Very High	0
	Major	3

Total Low Cost by Period	2	2	2	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Med Cost by Period	8	8	7	7	6	5	5	5	5	3	3	2	2	1	1	0	0	0	0	0	0
Total High Cost by Period	0	0	0	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Total Very High Cost by Period	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Major Project Cost by Period	2	3	3	3	3	3	3	3	3	3	2	2	2	1	1	1	1	1	1	1	1

# ESD Strategic Roadmap Presentations

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- **Department of Human Resources**
  - DLC Case Management System (DLC Support Portal)
  - ServiceNow Employee HR Service Center (Employee Success Center)
  - Automated Recruitment, Onboarding and Offboarding Solution
  - Electronic Human Resource Files (DHR OnBase)
  - Digitizing Human Resources Documents
  - Classification/Compensation Workflow Tracking System

# ESD Strategic Roadmap Presentations

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- **Department of Technology and Information**
  - Improve IT investment management through SEUS (6 services to agencies which includes desktop as a service)
  - Digital government foundation implementation

# Input from Board

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- Strategic Roadmap Overview
  - Modify existing data elements and additional project categories to include?
  - Roadmap showing multiple concurrent projects useful?
  - Data visualization of cost impact valuable, or are there other factors that need to be easily visualized?
  - Other questions or input?

# Deep Dives

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## GEAR Field Team (GFT)

# GFT Deep Dive Project Presentations

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1. Building the  
Foundation for Digital  
Government

**Ramona Bracy, OST / Jen Jarrell,  
DTI / Burgundy James, DOS**

2. DHSS Fleet  
Optimization – One  
Year Later

**Brian Calio, DHSS, OSEC**



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# Building the Foundation for Delaware Digital Government

*Office of the State Treasurer  
Delaware Department of Technology and Information  
Delaware Department of State*

# Overview

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- What is the issue/problem being addressed?
  - Historically, residents and visitors needed to know exactly which state agency to go to, and know exactly what question to ask, in order to get to the right place. This is burdensome for the users of public services and the regulated community. Most residents and visitors are not experts in ‘how to use government’.
- What is the desired outcome?
  - To develop and launch an integrated and intuitive platform for residents and visitors to navigate, transact and interact with Delaware government

# Background

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# +51%

of citizens would *increase* use of government digital services if offered a single portal to access multiple services (NASCIO, 2021)

- Why is this project important?
  - We must significantly improve the user experience of residents and visitors by implementing a technology foundation that provides a **central portal** (entry point) for interacting with state government, while leveraging our capability to enact a **single user id/password** to access services from multiple agencies.
  - This foundation will also enable services to be delivered with a **single, common payment experience** (checkout). **Technology needs to navigate government so residents and visitors can simply interact with state services.**
  - The State has started on this journey with **One Stop, myDelaware, Digital DNREC, and other online systems.**

# Current State e-Commerce Payments

- Typically, guest checkout is not an option
- Payment pages do not have a uniform appearance
- Payment pages do not have a uniform checkout experience

State of Delaware  
The Official Website of the First State

aware.gov » Shop Delaware » Checkout » Payment Method

### Payment Information

**Credits Available**

Enter Redeem Code  and click [Redeem](#)

**Select a Billing Address**

De Ble  
NA123  
Newark, DE 19711  
United States

**Select a Payment Method**

This is currently the only payment method available to use on this order.

**Credit Card**

Credit Card Owner:

Credit Card Number:

CW / CVV2: [what's this?]

Credit Card Expiration Date:  /

DMV  
DIVISION OF MOTOR VEHICLES

### MyDMV Account Services

myDMV Home

Information

- myDMV-home
- User Profile
- Change Password
- Logout
- myDMV FAQ

Contact Us

DMV Customer Service

If you are active duty military currently stationed outside the State of Delaware, please visit our website for further instruction.

#### Drivers License Duplicate

**Billing Information**

Total Fee: \$20.00

**Credit Card Information**

Card Type\*

Name on Card\*

Card Number\*

CVN

Expiration Date\*  
 /

DELAWARE STATE PARKS  
YOUR OUTDOOR ADVENTURE STARTS HERE

HOME CAMPING THIS WEEKEND PASSES TOURS & TICKETS MY ACCOUNT RESERVATION POLICIES

Sign In Order Details Review Cart Checkout

### Checkout Shopping Cart

1 Delaware State Parks -- Name: 1

Subtotal	\$37.00
Reservation Fee	\$4.00
Total	\$41.00
Balance	\$41.00

**Payment Information**

Amount Full Payment: \$41.00

Card Type

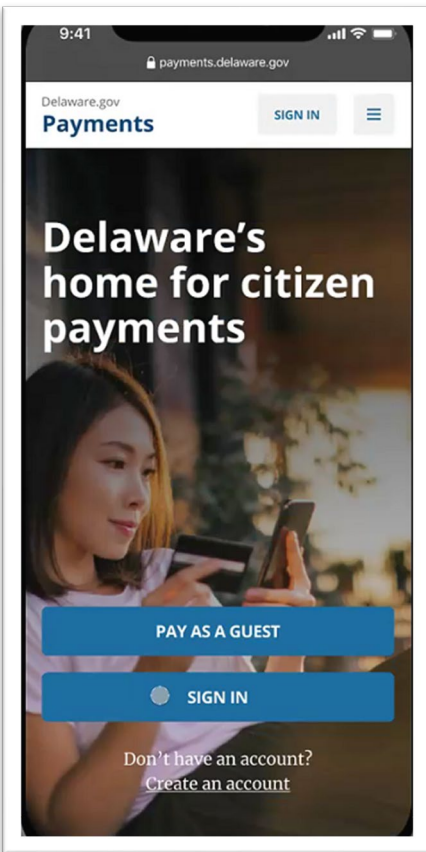
Card Number

Expiry Date  /

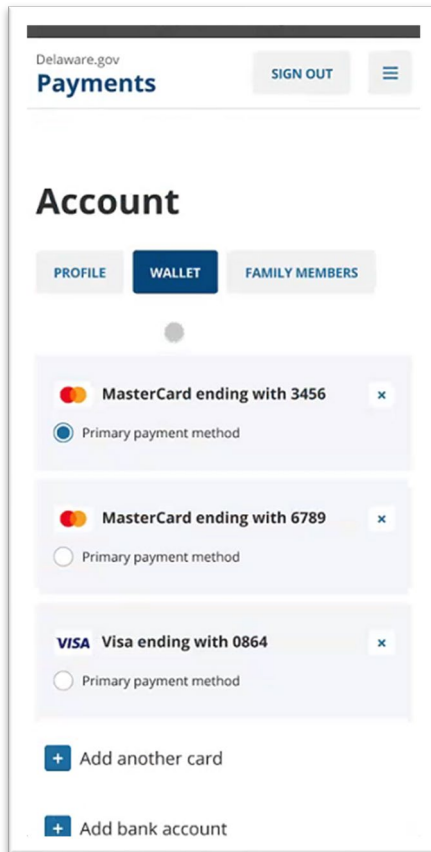
Card Holder First Name

Last Name

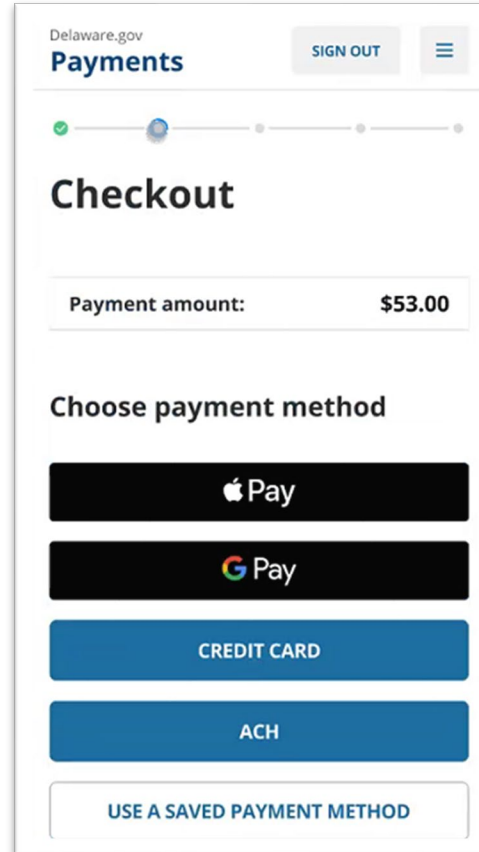
# Future State e-Commerce Payments



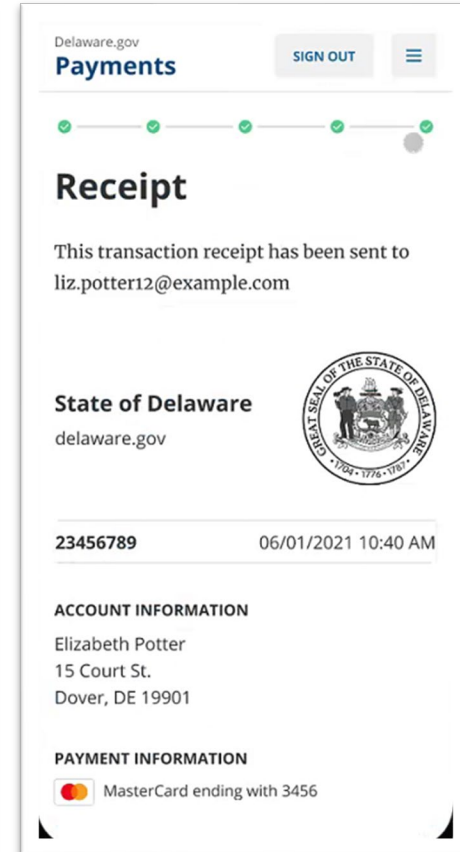
1



2



3



4

# Progress

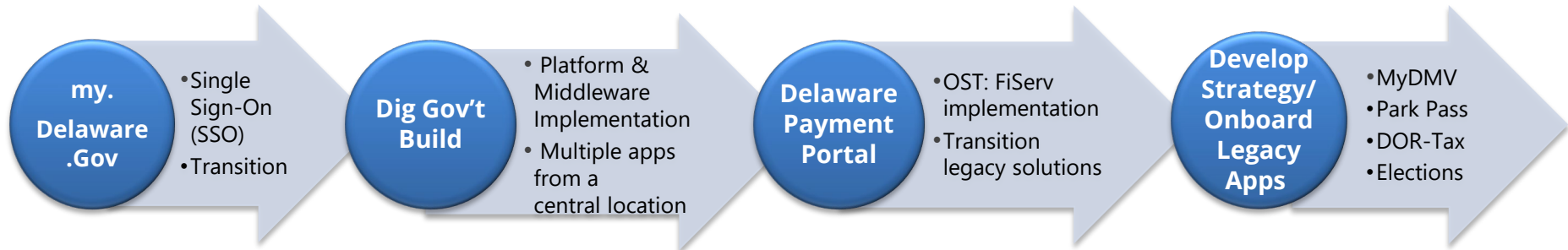
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- What is completed on this project?
  - 2020 – 2022 – Project charter and RFP completed for core components of digital government, including integrated payment systems
- What is the progress toward goals, and the estimated measurable outcomes?
  - Fiserv contract awarded for payment gateway, payment processing and reconciliation components of digital government. Strategy has been aligned with single sign on and centralized portal developers.
  - Kickoff meetings with internal core team and portal development vendor to occur first week of November 2022
  - Measurable outcomes may include transactional efficiencies, # of integration points on web portal, customer satisfaction for end users.

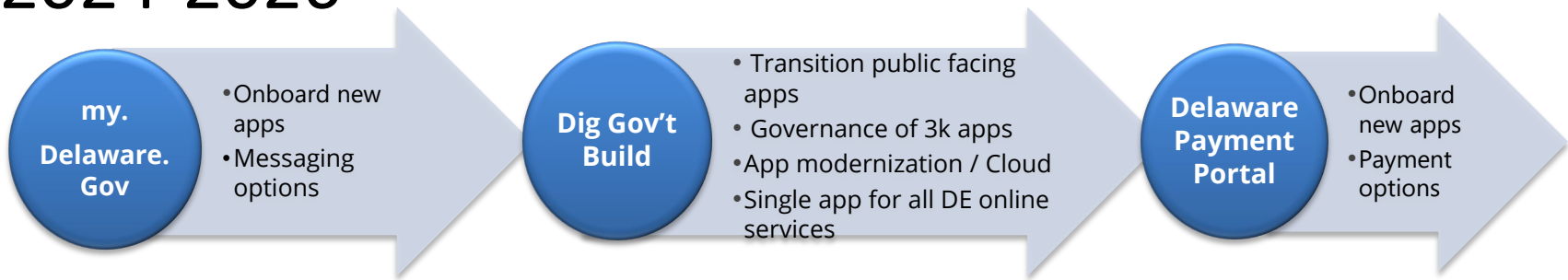
# Next Steps

## Project Timeline

### 2022-2023



### 2024-2026



# Challenges

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- Maintaining alignment of project resources (both human resources [internal vs. external] and financial capital) with a project of significant scope and scale
- Engagement of end users (residents and visitors) to guide and drive adoption
- Stakeholder and sponsor engagement within State government so that systems are not duplicated or suboptimized

# GEAR Board Ask

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- What does the project need from the GEAR Board?
  - Clear and visible engagement and sponsorship from cabinet members
  - Best practice collaboration on change management, project management and process redesign
  - Recommendations on the potential timing for integration of existing legacy applications and systems in agencies with the new "My Delaware" web application

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# **Project Update: DHSS Fleet Optimization Project Update – One Year Later**

*DHSS OSEC*



# Overview

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- Blocked vs Pool Vehicles
- A Blocked vehicle is a seven-year cost commitment
- DHSS currently spends more than \$2 million annually on Blocked vehicles
- DHSS has 10 Divisions that deliver a variety of services
- Many units within DHSS need vehicles
- Do we have the right mix of Blocked and Pool to meet the needs of the business and clients?

# Background

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- Project looks at vehicle utilization data to assess how the Blocked vehicles are being used
- Analysis is done on the Blocked fleet and provided to Division Directors regarding their underutilized vehicles (Project Goal: Optimization)
- OMB definition of “underutilized” is used less than 60% of the business days in the month
- A Blocked vehicle that is not being used is wasteful

# Progress

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- When the project began, DHSS had 406 Blocked vehicles
- Today, DHSS has 362 Blocked vehicles
- Division Directors have responded well
- Financial impact: Savings annually of \$192,000
- Seven-year savings: \$1.38 million
  - Why? Because each blocked vehicle is a seven-year cost commitment



# Next Steps

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- Additional room to advance the project and trim our Blocked fleet of seldom used vehicles
- Keep delivering the monthly analysis to leadership, including
  - These are your underutilized vehicles
  - This is how much we'd save by further reducing our fleet
- By delivering consistent messaging the project has made substantial headway

# Challenges

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- People hold on to their Blocked vehicles
- People don't want to reserve a Pool vehicle
- Last month, DHSS had 106 Blocked vehicles that were used 0-5 times all month, so there are many opportunities to increase the savings

# GEAR Board Ask

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- Before approving a request for a Blocked vehicle, see if your organization might have an idle Blocked vehicle available for use
- Always try to use Pool vehicles first before approving a request for a Blocked vehicle
- Contact me if you want to do the same in your Department
  - Brian Calio (email preferred)

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

# Adjourn

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# Contact

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

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