

# Government Efficiency and Accountability Review (GEAR)

GEAR37 Board Meeting  
September 12<sup>th</sup>, 2023



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

# Agenda

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15 min

1. Introductions/Roll Call
2. Old Business
  - Review and Approve Minutes
  - 2023 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

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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 August 31, 2023*



# Old Business

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## 2023 GEAR Board Schedule

Location	Date	*Time
Carvel/Virtual	<del>Tuesday, January 10<sup>th</sup></del>	<del>10:00 a.m.</del>
Carvel/Virtual	<del>Wednesday, March 15<sup>th</sup></del>	<del>10:00 a.m.</del>
<del>Buena Vista (In Person Only)</del>	<del>Tuesday, May 16<sup>th</sup></del>	<del>10:00 a.m.</del>
Carvel/Virtual	<del>Tuesday, July 11<sup>th</sup></del>	<del>10:00 a.m.</del>
Carvel/Virtual	Tuesday, September 12 <sup>th</sup>	10:00 a.m.
Buena Vista (In Person Only)	Wednesday, November 15 <sup>th</sup>	10:00 a.m.

Detailed information will be provided prior to meeting date.

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



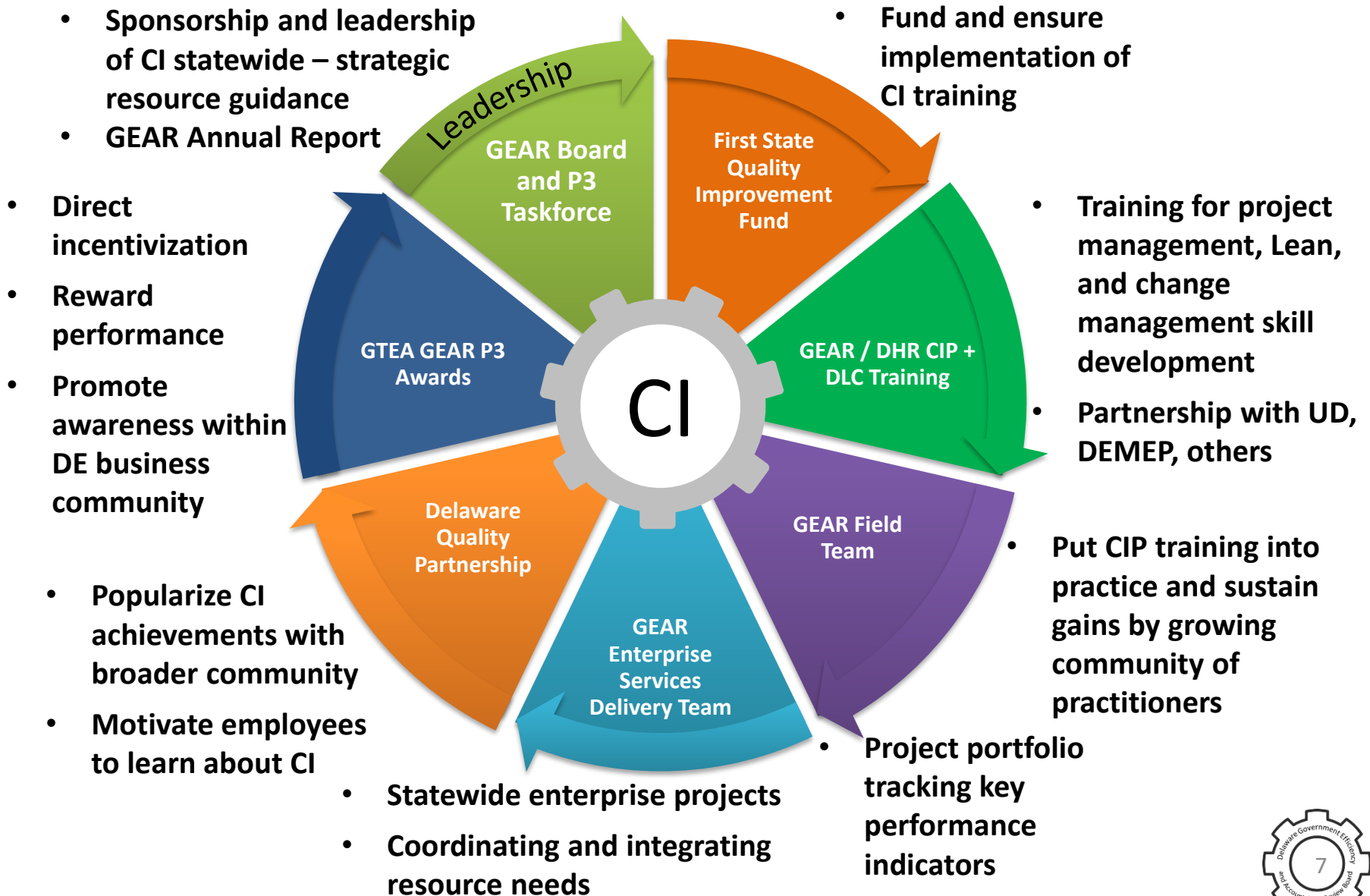
# New Business

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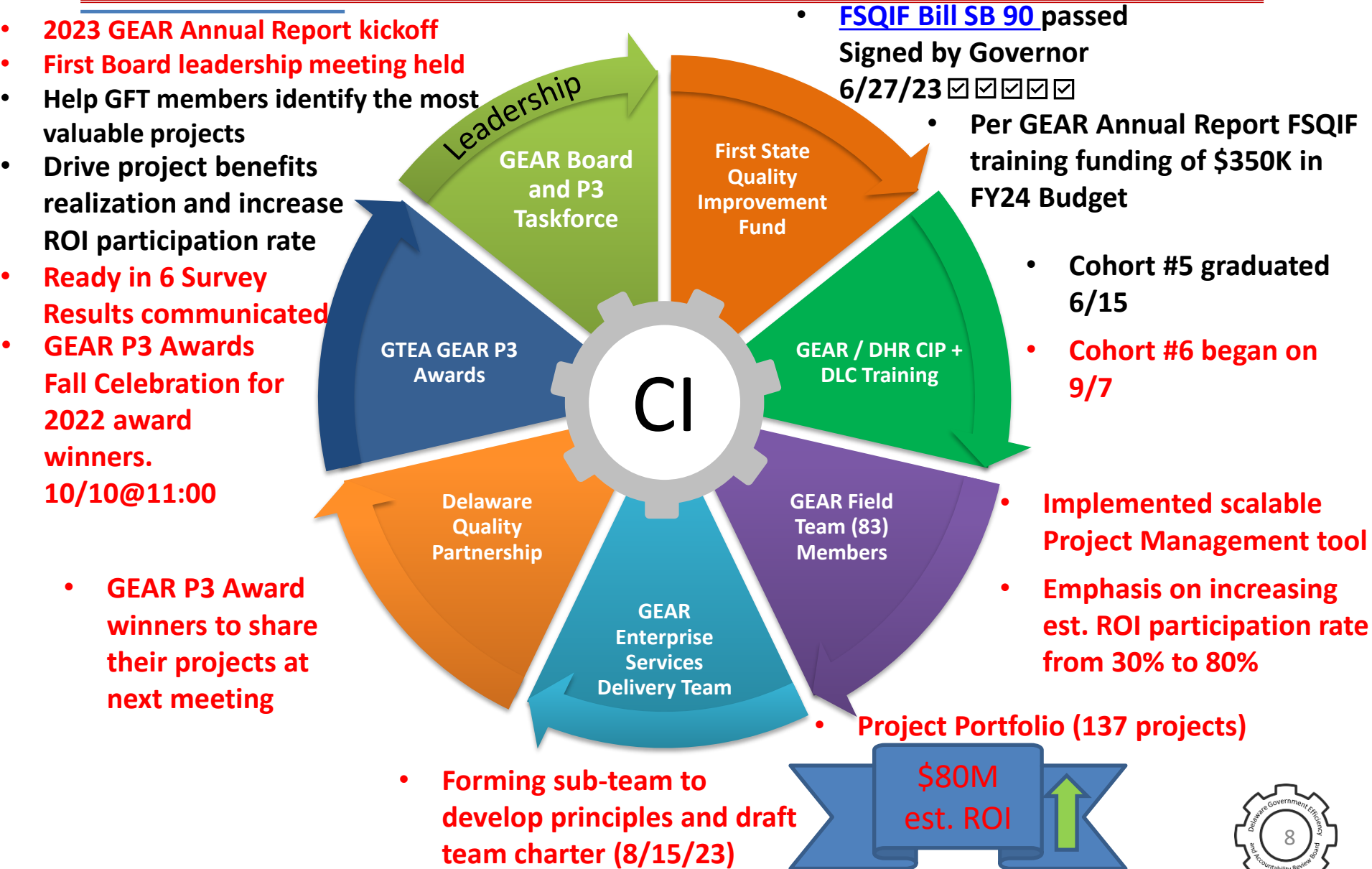
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Taskforce continue regular meetings
- GEAR Continuous Improvement Cycle Updates
- GEAR P3
  - Fall P3 Awards celebration for 2022 Award winners
    - Hold 10/10 @11am [location to be determined]
  - Ready in 6 update
- 2023 GEAR Annual Report Kickoff



# GEAR Continuous Improvement (CI) Cycle



# Current GEAR CI Cycle Activities





# GEAR P3 Task Force

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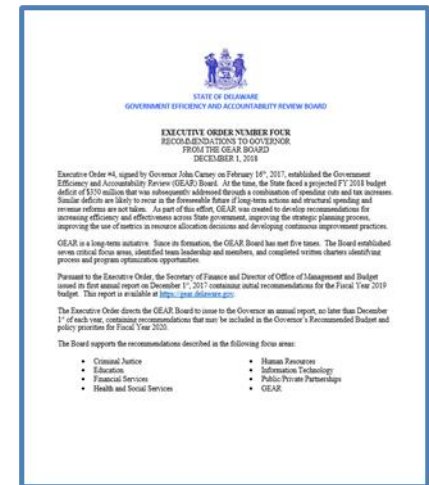
- Ready in 6 Survey - identified specific business permitting process pain points and bottlenecks
  - Action Steps
    - Share the survey results (Ri6 survey summary) with the groups that participated
      - Respond to requested review sessions
    - Share Ri6 results with State agencies and confirm key path forward decisions
    - Meet and debrief with the P3 taskforce on August 3<sup>rd</sup>
      - Receive Cabinet Secretary selections for permitting process optimization - Pending
      - Complete proposed Ri6 process improvement program plan
      - Launch prototype program

# GEAR Annual Report

- 7th annual GEAR report
- Describes continuous improvement achievements, recommendations for the Governor
- Emphasis on quantifiable outcomes
- Narratives needed from all Board member agencies and GEAR Field Team organizations

## 2023 Schedule

Sept 1 <sup>st</sup>	Annual report guidance distributed to teams, gather content contributions
Oct 6 <sup>th</sup>	All content contributions due from teams
Nov 8 <sup>th</sup>	Final draft emailed, Board reviews
Nov 15 <sup>th</sup>	GEAR Board review/approval
Nov 20 <sup>th</sup>	Final comments due from Board
Nov 28 <sup>th</sup>	Final version mailed to Board
Dec 1 <sup>st</sup>	Report posted on GEAR website



# GEAR Annual Report

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## Each activity submitted needs to include:

- Concise one paragraph summary
  - Included within the executive summary section of report
- Short narrative, 2-3 paragraphs in length, that describe:
  - Problem addressed
  - Proposed solution
  - Actual solution (if different)
  - Results described and quantified

# GEAR Annual Report

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## Example quantifiable outcomes across 4 categories

**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 Software Platforms

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- Business Process Management (BPM) – ARIS is a cloud-based industry leading BPM tool introduced as a GEAR standard at the July 2019 Board meeting
- Project Management – Planview Projectplace is:
  - A cloud-based tool to efficiently manage GEAR projects aligned with modern project management standards
  - Part of the overall Planview software suite, of which DTI utilizes Planview Portfolios (aka “PPS”), to track and manage projects across the enterprise

# GEAR Portfolio

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- 14 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio
- New indicators in FY2023 as captured in Planview Projectplace:
  - Separated project health (assessed in green/yellow/red statuses to note deviations) across time, cost, and quality factors
  - Project lifecycle phases realigned with Project Management Institute (PMI) standards

# GEAR Portfolio Projects by Organization

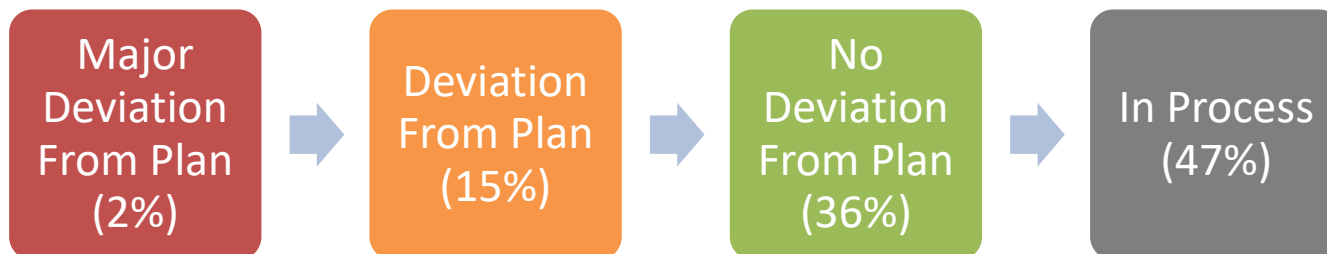
Department	Number of Projects
Health and Social Services (DHSS)	29
State (DOS)	6
Judicial	6
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	10
Services for Children Youth and their Families (DSCYF)	7
Labor (DOL)	2
Correction (DOC)	1
Safety and Homeland Security (DSHS)	2
Enterprise Services Delivery (ESD)	<b>54</b>
GEAR P3 (Public-Private Partnership)	2
GEAR	8
State Housing Authority (DSHA)	2
<b>Total</b>	<b>137</b>

**\*Enterprise Services Delivery team includes:**

- State Treasurer (OST)
- Finance (DOF)
- Technology and Information (DTI)
- Human Resources (DHR)
- Management and Budget (OMB)
- Auditor of Accounts (AOA)

# GEAR Portfolio Key Performance Indicators

Project Phase	#
Initiating	6
Planning	15
Executing	59
Monitoring/Controlling	1
Closing (Includes Measuring Outcomes)	16
On Hold	11
Closed	29



**Estimated ROI:**  
85 (62%) out of 137 projects reporting at \$80M



# Strategic Roadmap Overview

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## Enterprise Services Delivery (ESD) Team

# Enterprise Services Delivery Team -- Overview

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- Consolidated the GEAR teams (Financial Services Delivery Team, Human Resources Delivery and IT Efficiency) with enterprise-wide activities into one team
- **Consolidated team to identify statewide enterprise needs, solutions to meet the needs, and resources to implement solutions**
- GEAR ESD not looking to take over projects, **but to serve as forum to look at how State entities can do things better, collaborate on ideas, and identify resources to support ideas and projects with enterprise-wide implications**
- Turnover in ESD membership has resulted in some confusion as to the purpose and practices of ESD

# Enterprise Services Delivery Team -- Discussion

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- ESD needs to be a place (a clearinghouse) where business and technical folks:
  - Understand business processes, technical solutions, and resource requirements for statewide finance, human resources and IT projects/solutions (personnel and funding)
  - Communicate these requirements externally (e.g., for budget allocations)
  - Prioritize project work (capacity issue) and
  - Identify how to sustain these projects over time across the State enterprise

# Enterprise Services Delivery Team – Next Steps

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- Seeking volunteers for an ESD sub team to draft initial team charter. Format for the team charter will be that found in the Team Deliverable Spreadsheet used in the CIP class. Also looking at developing guiding principles as part of charter.
- Looking for volunteers from each of the major entities that comprise ESD (finance, human resources, and IT). To date we have 10 volunteers for the sub team.
- ESD has a membership of 44 persons from finance, human resources and IT. To more efficiently manage the team, each of the major functional areas have identified a “primary” contact person to facilitate communication between the functional areas and ESD/GEAR leadership.

# ESD Strategic Project Roadmap View

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- 54 ESD projects in the Project Portfolio:
  - Long-term and large-scale modernization projects
  - IT system (ERP) migrations and configurations
  - Integrated projects across multiple agencies
- Most projects moving forward, no major problems

## BENEFITS OF HIGH-LEVEL STRATEGIC ROADMAP

Develop enterprise strategy for agencies and systems, identify risks and integration points

Identify times of potential change saturation

Improve financial management and facilitate budgeting process

Identify economies of scale

Build desire for change and share lessons learned across agencies

Develop competency centers for project management, business analysis

Estimate break-even and ROI

Reorient projects/agencies toward outcomes, rather than competing for resources ("silo mentality")

# Strategic Roadmap – DTI, DHR, and DOF

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	DTI Strategic Roadmap Projects										
1.1	Improve IT investment management through SEUS	7/1/2020	6/30/2025	Project Implementation	High	Enhanced Value	Medium (\$250K - \$1M)	557	200,000	High	Most
1.2	Digital Government Foundation Implementation	8/1/2021	12/31/2026	Requirements and Data Gathering	Very High	Customer Outcomes	Major (>20M)	950	200,000	High	All
2.0	DHR Strategic Roadmap Projects										
2.1	DLC Case Management System (DLC Support Portal)	2/28/2022	7/28/2022	Project Closeout	High	Process Improvement	Medium (\$250K - \$1M)	-207	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)	341		Medium	All
2.3	Automated Recruitment, Onboarding and Offboarding Solution	3/16/2022	7/1/2023	Contract/Award Development	Very High	Process Improvement	Medium (\$250K - \$1M)	36	5500	Medium	All
2.4	Electronic Human Resource Files (DHR OnBase)	6/9/2022	7/21/2023	Project Implementation	Very High	Process Improvement	Medium (\$250K - \$1M)	51	1000	Medium	All
2.5	Digitizing Human Resources Documents	1/1/2022	12/31/2024	Project Implementation	Very High	Process Improvement	Medium (\$250K - \$1M)	428	1000	Medium	All
2.6	Classification/Compensation Workflow Tracking System	4/1/2020	12/31/2023	RFP In Process	Medium	Process Improvement		166		Medium	All
3.0	DOF Strategic Roadmap										
3.1	Integrated Revenue Administration System (IRAS)	7/15/2019	8/1/2024	Project Implementation	Very High	Process Improvement	Major (>20M)	320	100,000	Medium	All
3.2	ERP Migration -- FSF	6/1/2022	6/30/2029	Requirements and Data Gathering	Medium	Process Improvement	Major (>20M)	1601	204,000	Medium	All

# Strategic Roadmap – DTI, DHR, and DOF

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.		SFY22				SFY23 (Jul 22 - Jun 23)				SFY24 (Jul 23 - Jun 24)			
		4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			
Agency with Project #	Enterprise Level Projects												
1.0	DTI Strategic Roadmap Projects												
1.1	Improve IT investment management through SEUS	M	M	M	M	M	M	M	M	M	M	M	
1.2	Digital Government Foundation Implementation	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	
2.0	DHR Strategic Roadmap Projects												
2.1	DLC Case Management System (DLC Support Portal)	M	M										
2.2	Servicellow Employee HR Service Center (Employee Success Center)				H	H	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	M	M	M	
2.6	Classification/Compensation Workflow Tracking System	L	L	L	L	L	L	L					
3.0	DOF Strategic Roadmap												
3.1	Integrated Revenue Administration System (RAS)	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	
3.2	ERP Migration – FSF		MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	

# Strategic Roadmap – OMB and OST

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")
4.0	<b>OMB Strategic Roadmap Projects</b>										
4.1	Lower Lease Costs and Restructure Lease Program	10/1/2018	6/30/2023	Project Implementation	Medium	Reduced Costs	Low (\$100K - \$250K)	36	2000	High	Most
4.2	Statewide Land Use Inventory	8/8/2018	6/30/2024	RFP In Process	High	Process Improvement	Medium (\$250K - \$1M)	296	1,350	Medium	All
4.3	Reintroduce Strategic Planning and Performance Budgeting Processes (GAA)	1/1/2023	7/1/2026	Requirements and Data Gathering	Low	Enhanced Value	Low (\$100K - \$250K)	819	80,000	High	All
4.4	ERP Migration -- PHRST, OPEN	6/1/2022	6/30/2029	Requirements and Data Gathering	Medium	Process Improvement	Major (>20M)	1601	204,000	Medium	All
5.0	<b>OST Strategic Roadmap Projects</b>										
5.1	Local (over the counter) banking project	9/1/2019	12/31/2023	Project Implementation	Medium	Process Improvement	Medium (\$250K - \$1M)	166	920	Low	Most (Agencies with OTC Banking Needs)
5.2	Digital government - payment portal	10/1/2021	12/31/2024	Project Implementation	High	Customer Outcomes	Medium (\$250K - \$1M)	428	7,300	Medium	Most (Agencies with credit/debit/ACH needs)
5.3	PCI DSS Compliance		6/30/2024	Project Implementation	High	Process Improvement	Medium (\$250K - \$1M)	296	16,000	High	Most (Agencies with credit card, debit card, charge card needs)
5.4	Treasury management system(s)	4/1/2022	12/31/2025	RFP In Process	Medium	Process Improvement	Medium (\$250K - \$1M)	689	4,000	High	OSTDOA/DTI



# Strategic Roadmap – OMB and OST

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.		SFY22					SFY23 (Jul 22 - Jun 23)				SFY24 (Jul 23 - Jun 24)			
		4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q				
Agency with Project #	Enterprise Level Projects													
4.0	OMB Strategic Roadmap Projects													
4.1	Lower Lease Costs and Restructure Lease Program	L	L	L	L	L								
4.2	Statewide Land Use Inventory	M	M	M	M	M	M	M	M	M	M	M	M	
4.3	Reintroduce Strategic Planning and Performance Budgeting Processes (GAA)				L	L	L	L	L	L	L	L	L	
4.4	ERP Migration – PHRST, OPEN		MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	MP	
5.0	OST Strategic Roadmap Projects													
5.1	Local (over the counter) banking project	L	L	L	L	L								
5.2	Digital government - payment portal	M	M	M	M	M	M	M	M	M	M	M	M	
5.3	PCI DSS Compliance	M	M	M	M	M	M	M	M	M	M	M	M	
5.4	Treasury management system(s)	M	M	M	M	M	M	M	M	M	M	M	M	

# Strategic Roadmap Overview

Totals by Priority (Risk Level) -->	Low	1		Totals by Cost-->	Low	2		Totals by ROI Category-->	High	6
	Medium	7			Medium	10			Medium	11
	High	10			High	1			Low	1
	Very High	5			Very High	0			Negative	0
					Major	4				

# GEAR Deep Dive Project Presentation

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1. Continuous  
Improvement  
Statewide  
Classifications

**Dan Madrid, GEAR  
Deputy Director**

# Overview

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Fulfills an objective specified in GEAR's Executive Order to “identify changes in the State personnel system that would foster a culture of continuous improvement and improve the recruitment, development and retention of State employees”

- What is the issue/problem being addressed?
  - While we have trained over 80 state employees to utilize project management, change management, and lean business process analysis, there are limited career paths within the State of Delaware that support and align with the industry-based application of these skill sets
- What is the desired outcome?
  - Establishment of statewide continuous improvement classifications in partnership with DHR Classification and Compensation prior to August 2024 (next budget cycle)

# Background

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- Why is this project important?
  - Provides new channels to maximize the value of the CI training being applied within state agencies
  - Enhances our ability to translate and improve business processes that become IT requirements/systems as we increase our reliance on technology and seek greater automation
  - Helps address capacity issues when State business leaders carry operational responsibilities alongside business analysis/project/change management duties

# Industry Standards and Classifications Overview

<b>Continuous Improvement Training Element</b>	Project Management	Business Process Analysis	Change Management
<b>Industry Standard</b>	Project Management Institute (PMI)	International Institute of Business Analysis (IIBA)	Prosci, Inc. (ADKAR Model and Methodology)
<b>Specialist Classifications</b>	2. Project Management [PM] Specialist Series	3. Business Analyst [BA] Series	4. Change Management Specialist [CMS] Series
<b>Generalist Classification</b>	1. Continuous Improvement (CI) Analyst		

# Background Continued

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- What is the estimated return on investment (ROI) for this project?
  - Costs: additional personnel investment if positions are reclassified at a higher paygrade, and if there are new positions created for these roles
  - Benefits: decreases reliance on outsourcing for these skill sets and will generate an enhanced ROI for projects performed under these classifications
  - ROI: >\$500K over the first five years once classifications are in place

# Progress

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What is completed on this project?

- A3 problem statement and current state analysis of:
  - 7 comparable State of Delaware classifications
  - Surrounding state classification search/review in PA, MD, NJ, OH, NY, VA, D.C.
  - Comparable non-profit classifications
- Classifications in draft format – to be finalized based on GEAR Board feedback



# Next Steps

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- What are the next steps in this project?
  - Upon receiving GEAR Board feedback, schedule a meeting with DHR Classification and Compensation to discuss the appropriate process for review and adoption of any new classifications
- What is the timeline for completion?
  - No later than August 2024 (next budget cycle)

# Challenges

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- Obstacles/barriers to the next steps or the project as a whole?
  - Timing and capacity based on the current DHR maintenance review schedule
  - Adoption of classifications by state agencies

# GEAR Board Ask

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- What does the project need from the GEAR Board?
  - The GEAR Program Management team is seeking feedback and guidance to proceed with DHR Classification and Compensation to determine an appropriate path forward to finalize and publish any proposed classifications

# GFT Deep Dive Project Presentation

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1. Creating a Delaware Farm Lending Program

**Jimmy Kroon, DDA and  
Nikko Brady, OGov**

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# Creating a Delaware Farm Lending Program

## Expanding Agricultural Finance Options

Jimmy Kroon, Department of Agriculture  
Nikko Brady, Governor's Office

# Overview – Issue/Problem Being Addressed

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## Farming has high costs and risks

- Requires expertise, pest control, land access, high operating costs
- Revenue comes long after expenses, risk of crop failure, commodity pricing
- Some activities have broad benefits for Delaware agriculture (e.g., processing facilities)
- Commercial lending favors well-established businesses with existing capital (collateral) and borrowing history
- Commercial interest rates are high

# Background

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- Why is this project important?
  - Farming drives Delaware's economy
  - Agriculture is worth billions to our economy
  - 1 in 8 Delaware jobs is related to food and agriculture
  - Delaware agriculture is important to US agriculture – highest concentration of broiler chicken farms, organic chicken, lima beans, melons, small grains/corn
  - Established farmers are getting older – average age is 58 – 1/3 are over 65

# Background – Solution A

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## Form an Agriculture Finance Authority

- Public corporate entity, authority to get funding/make loans
- Found in many farming states (see MARBIDCO in MD)

### Challenge:

- Requires legislation,  $\frac{3}{4}$  vote in both chambers, funding
- Entity would have overhead, significant work to structure and startup
- DDA lacks lending/finance expertise
- Political hesitancy to create this



# Background Continued

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In 2011, Governor Markell created the Delaware Rural Irrigation Program (DRIP) to help Delaware farmers irrigate land

- Revolving fund loan program
- 0% interest loans for 25% of costs, \$25,000 max
- Administered by Department of State (DOS) - Division of Small Business
- No recent loans
- Dept of Ag didn't know funding was still available

**2023 – DOS contacted DDA about reviving/expanding DRIP**

- \$1.4 million in revolving fund

# Outcome – Delaware Agriculture Finance Program

Project What is the project?	Purpose Why are we changing?	Particulars What are we changing?	People Who will be changing?
<p>Delaware Agricultural Finance Program</p> <ul style="list-style-type: none"> <li>• Use DRIP program structure and Div of Small Business authority to offer a loan program (through the Delaware Economic Development Authority)</li> <li>• New (expanded) lending program for Delaware farmers through the DOS Division of Small Business</li> </ul>	<ul style="list-style-type: none"> <li>• Farming is expensive, especially to enter – land, equipment, inputs</li> <li>• Farm cash flow is delayed by the planting to harvest cycle. Risk can be high</li> <li>• State ag finance programs help with lower/no interest loans and by reducing risk for commercial lenders</li> <li>• Delaware does not have an ag finance program, many states with large ag industry do</li> <li>• Seed funding and structure for a loan program exist from a 2012 irrigation lending program</li> </ul>	<p>This project will focus on:</p> <ul style="list-style-type: none"> <li>• Creating guidelines for a new farm lending program, expanding DRIP</li> <li>• Ensure Dept of Ag is and remains involved</li> <li>• Create Ag finance committee for loan review</li> <li>• Establish loan review process, coordinated with DOS</li> <li>• Consider alternate financing terms/incentives for beginning farmers</li> <li>• Marketing program</li> </ul>	<p>Div of Small Business</p> <ul style="list-style-type: none"> <li>• Offering new program, repurposing funds</li> </ul> <p>Dept of Agriculture &amp; Committee Members</p> <ul style="list-style-type: none"> <li>• Appoint and coordinate committee, coordination with DOS, market program</li> </ul> <p>Farmers, Farm Organizations, Ag Lenders</p> <ul style="list-style-type: none"> <li>• Awareness and assistance with marketing.</li> </ul>

# Progress and Next Steps

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- What is the progress toward goals, and the estimated measurable outcomes?
  - Finalize program guidelines and process review with DOS by Dec 1, 2023
  - Form Ag Finance Committee by Jan 31, 2024
    - Nominated by Secretary of Agriculture
  - Initial committee meeting - Feb 2024
  - Promotion of loan program – Beginning Jan 1
    - 2024 Ag Week
    - Press Releases / Gov Office
    - Outreach to farming organizations
    - Outreach to commercial farm lenders
  - Goal – 10 loans in 2024

# Progress and Next Steps Continued

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## Return on Investment

- Expanding an existing program avoids overhead of a separate lending entity – use existing DOS finance expertise
  - Repurpose existing revolving fund too
- Revolving fund – initial investment in Delaware agriculture, lasting decades
- Help make farms profitable (only part of the answer)
- Assist new farmers getting started
  - Especially important for new farmers from non-farming families
- Increase farming infrastructure, support our industry
  - e.g., Packing shed/cold storage builds local market for produce growers
- Support local food supply chains

# Challenges

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- Obstacles/barriers to the next steps or the project as a whole?
  - Make sure the program stays relevant, maintain participation over time
  - How well do we know what farmers need? Especially small producers, beginning farmers, no farming background
    - Are guidelines flexible enough?
  - Smoothly run a dual-agency (DDA/DOS) program

# GEAR Board Ask

## What does the project need from the GEAR Board?

ADKAR ELEMENT	DEFINITION	WHY ?
<b>A = Awareness</b>	Of the need for change	Awareness of the agriculture finance project will increase participation in the project and understanding of it's purpose
<b>D = Desire</b>	To participate and support the change	Desire to complete the project will drive participants to successfully complete it
<b>K = Knowledge</b>	On how to change	Participants cannot successfully complete the project if they do not know how to do it
<b>A = Ability</b>	To implement required skills and behaviors	Focus support on participants to make sure they can successfully apply the knowledge to meet project goals
<b>R = Reinforce</b>	To sustain the change	Promote the project after launch to ensure use by constituents it is intended for

- **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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Department of Finance