

Government Efficiency and Accountability Review (GEAR)

GEAR38 Board Meeting
November 15th, 2023



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

Agenda

15 min

1. Introductions/Roll Call
2. Old Business
 - Review and Approve Minutes
 - 2024 Schedule

3. New Business

90 min

4. 2023 GEAR Annual Report Highlights
 - Approve 2023 GEAR Annual Report
5. Enterprise Services Delivery
6. GEAR Field Team
7. Open Topics Discussion – Board
8. Public Comment
9. Adjourn



Introductions

Roll Call

Old Business

Review/Approve Minutes from Prior Board meeting

Final draft version sent to Board for review November 7, 2023



Old Business

2023 GEAR Board Schedule

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



New Business

2024 Board Meeting Schedule (proposed)

- Tuesday January 9 10:00 a.m.
- Tuesday March 12 10:00 a.m.
- Tuesday May 7 10:00 a.m.
- Tuesday July 9 10:00 a.m.
- Tuesday October 15 10:00 a.m.
 - Approve 2024 GEAR Annual Report
- Tuesday December 10 10:00 a.m.



New Business

- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Taskforce continue regular meetings
- GEAR P3
 - Celebration with Governor for 2022 Award winners
 - Held 10/10/23 at CSC Station
 - Ready in 6: No status change
- GEAR Continuous Improvement Cycle Updates
- GEAR Annual Report
 - Review highlights
 - Board vote to accept draft



GEAR P3 Awards



Contributing Company Representatives



DelDOT Restore the Corridor Team

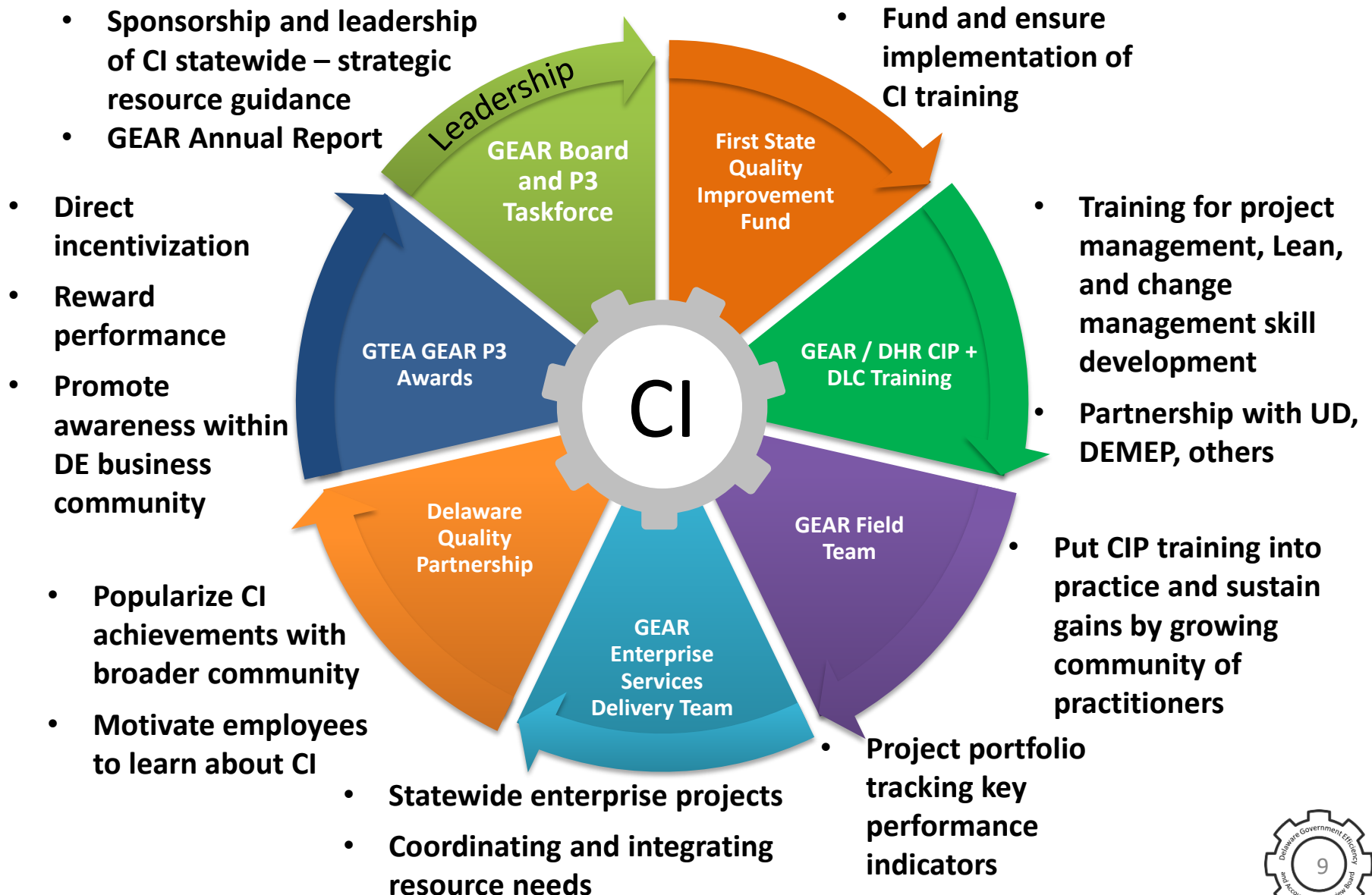


DOF Relief Rebate Team

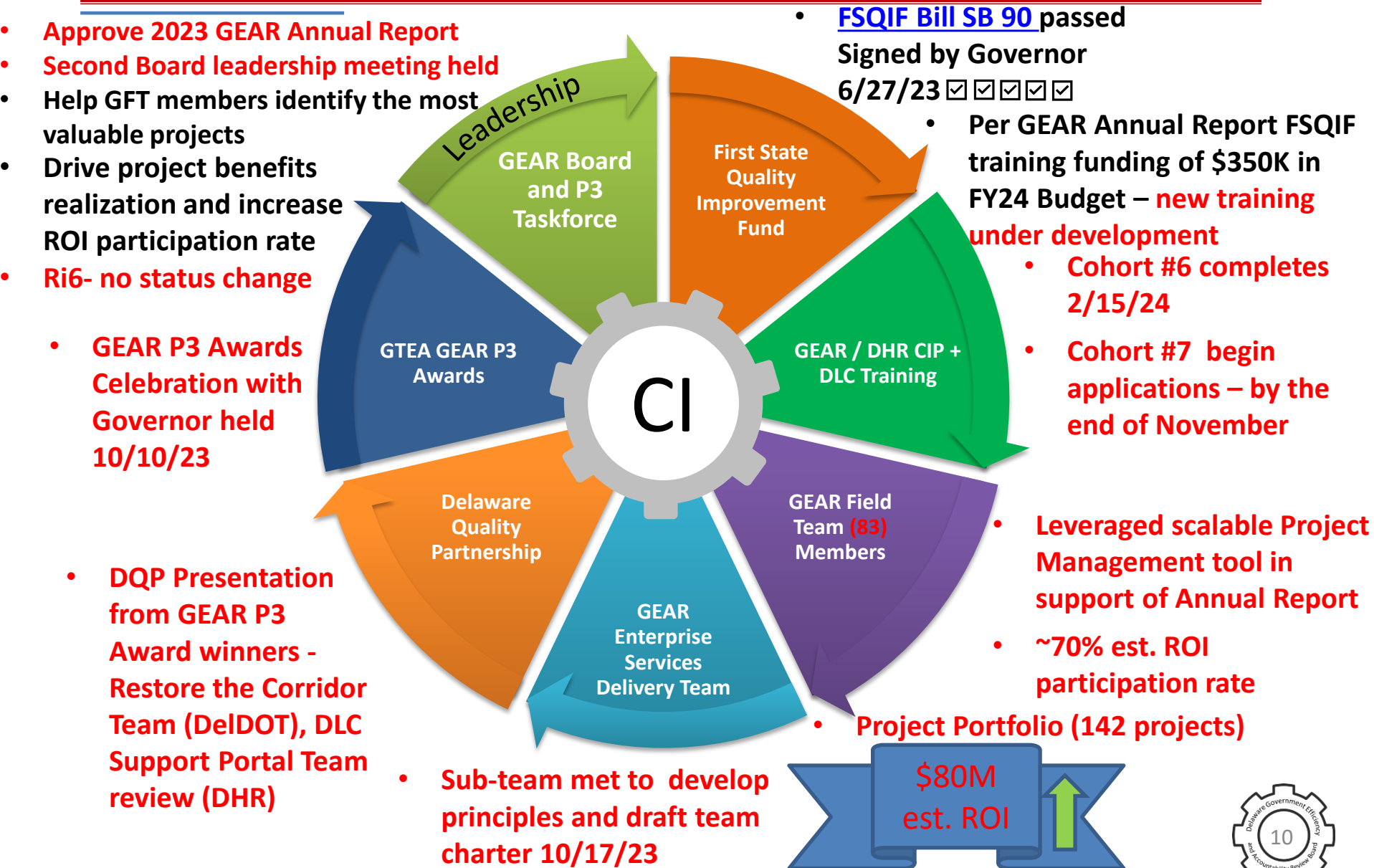


GEAR P3 Trailblazers

GEAR Continuous Improvement (CI) Cycle



Current GEAR CI Cycle Activities



GEAR Board Review & Planning Meetings

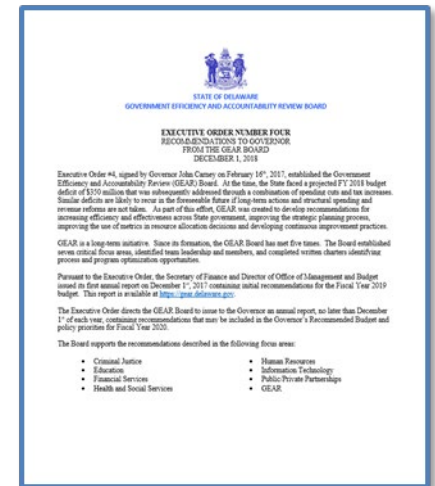
- Executive Sponsors
 - Secretary Rick Geisenberger (DOF)
 - Director Cerron Cade (OMB)
 - Controller General Ruth Ann Miller
- Secretary Manning (DHSS)
- Remaining Board meetings being scheduled

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



GEAR Annual Report

Rough order of magnitude quantifiable outcomes savings across 4 categories - \$76 million to \$80 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*

Development of Estimated Return on Investment (ROI)

Primary Factors that Influence ROI Calculations

- Measurement capabilities of project contributors and tools/resources available
- Ease of measurement of projects (fixed/direct vs. indirect costs)
- Projects that can be measured quantitatively vs. projects that can only be measured qualitatively (may serve as an acceptable % gap for ROI estimates)



GEAR Annual Report Structure

- 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

- Evolve our Culture of Continuous Improvement
- Strengthen Quantifiable Outcomes
- Drive Continuous Improvement Training and Development
- Grow the GEAR Field Team (GFT) with Learning Communities
- Solidify a Strategic Path for the Enterprise Services Delivery Team
- Improve Career Pathways for Employee Recruitment and Retention
- Implement the First Phase of the Ready in Six Initiative
- Amend the Delaware Governmental Accountability Act (GAA)
- Enable Enterprise Solutions for Project and Process Management
 - Planview Projectplace and ARIS
- Update the Project Management Playbook for Continuous Improvement Practitioners

Section - Enterprise Services Delivery

Financial Services Delivery

- Modernizing the State's Enterprise Resource Planning (ERP) Systems
- Implement an Integrated Revenue Administration System (IRAS)
- Establish the Delaware Relief Rebate Program (*P3 Innovation and Efficiency*)
- Procurement Card, Travel Policy and After-the-Fact Approval Process
- Financial Advisory Committee
- Drive Effective Internal Control Systems in State Government
- Lower Lease Costs and Restructure Lease Program

Data Integration and Mapping

- Leverage FirstMap for Data Sharing
- Establish State Land Inventory
- School District Enrollment Projections

Section - Enterprise Services Delivery

Human Resources Modernization

- Centralize and Modernize Human Resources Delivery (*P3 Trailblazer*)
- Drive Leadership Training Opportunities (*P3 Trailblazer*)
- Strengthen and Grow the GEAR P3 Awards (Expand Trailblazer Award and Incentivize Delaware Award for Excellence and Commitment in State Service)
- Promoting a Respectful and Inclusive Workplace
- Reduce Health Care Costs

Technology Innovation

- Document Management
- Information Technology Efficiency
- Information Technology Centralization (ITC)
- Secure End User Services (SEUS)
- Enterprise Digital Government: Single Sign-On for State Workers, Residents and Visitors
- Digital Government Platform Foundation
- Expansion of Broadband Access Across Delaware

Section - Enterprise Services Delivery

Judiciary Reform

- CASCADE: Integrated Enhancements to Judicial Systems, Applications, and Processes
- E-Courtrooms
- Reducing the Debt Burden for Ex-Offenders

Treasury Management

- Implement the Digital Government Payment System
- Consolidate Local Banking
- Comply with Payment Card Industry Data Security Standards (PCI DSS)
- Modernize Check-Printing Services
- Upgrade Bank Account Reconciliation and Account Fee Analysis Software

Section - GEAR Field Team

Department of Agriculture

- Develop the Delaware Farm Lending Program

Department of Correction

- Boost Employee Wellbeing, Recruitment and Retention through DOCare
- Accredite the James T. Vaughn Correctional Center (*P3 Trailblazer*)

Department Of Health And Social Services (DHSS)

- Optimize DHSS Blocked Fleet Vehicles (*P3 Trailblazer*)
- Redesign State Service Centers
- Partnership for Healthy Aging through Senior Centers
- Utilize Certified Peer Recovery Specialists in Long Term Care
- Ensure Therapeutic Programming in Secure Dementia Care

Department of Labor

- Modernize Core Unemployment Insurance Processes

Section - GEAR Field Team

Department Of Natural Resources And Environmental Control (DNREC)

- Modernize Online Services
- Improve Stakeholder Communication in Remediation
- Improve Chemical Inventory Reporting in Emergency Planning and Community Right to Know Act Program

Department of State

- Build Delaware Communities of Excellence (DECOE) – Year 3
- Install Radio Frequency Identification (RFID) Infrastructure in DE Libraries
- School Libraries Join the Delaware Library Catalog and Consortium

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

- Compensate People with Lived Experience
- Centralize Contractor FOCUS System Access and Criminal History Process
- Enhance Title IV-E Funding for Foster Care (*P3 Trailblazer*)

Sections - GEAR Field Team and EdGEAR

Delaware Department of Transportation

- Restore the I-95 Corridor (*P3 Innovation and Efficiency*)

Education GEAR (EdGEAR)

- Improve Support Services within Public Education
- Comprehensive Review of Minor Capital Improvement (MCI) Process

GEAR Board Action Item

- Seek a motion to approve Annual Report subject to final edits
- Reminder: Any final edits due from Board members/designees by November 20
- Communicate to Chuck, Dan, and Bryan

GEAR Portfolio

- 15 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio
- Key performance indicators captured in Planview Projectplace:
 - Project health across time, cost, and quality factors (assessed in green/yellow/red statuses to note deviations) – serves as a basis for risk assessment
 - Project lifecycle phases realigned with Project Management Institute (PMI) standards

GEAR Portfolio Projects by Organization

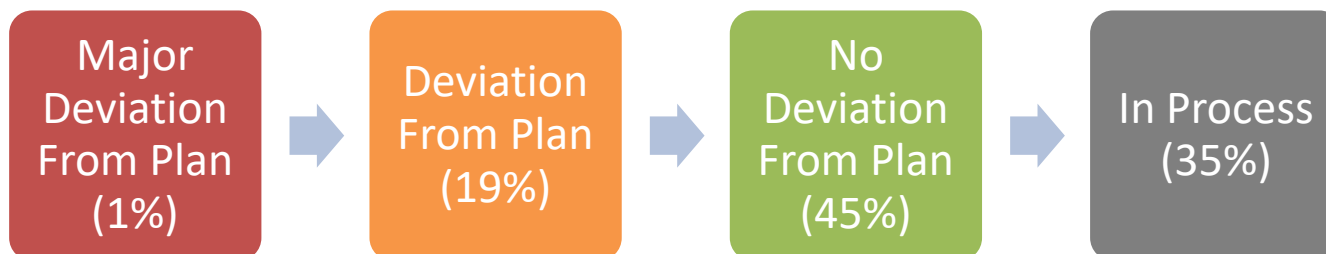
Department	Number of Projects
Health and Social Services (DHSS)	31
State (DOS)	6
Judicial	6
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	12
Services for Children Youth and their Families (DSCYF)	7
Labor (DOL)	2
Correction (DOC)	1
Safety and Homeland Security (DSHS)	2
Enterprise Services Delivery (ESD)	53
GEAR P3 (Public-Private Partnership)	2
GEAR	10
State Housing Authority (DSHA)	2
Total	142

***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	12
Executing	59
Monitoring/Controlling	3
Closing (Includes Measuring Outcomes)	13
On Hold	11
Closed	38



Strategic Roadmap Overview

Enterprise Services Delivery (ESD) Team

Enterprise Services Delivery Team -- History

- Initial GEAR functional teams included Financial Services Delivery Team (OMB, DOF, CGO, OST, AOA), Human Resources Delivery and IT Efficiency. Worked mainly on individual agency projects.
- Over time, individual agency projects were being replaced by projects with enterprise-wide scope. To address this change, GEAR functional teams with statewide reach (listed above) were consolidated into the Enterprise Services Delivery (ESD) Team.
- ESD to serve as forum to look at how State entities can do things better, to identify/prioritize statewide enterprise needs, solutions to meet the needs, and resources to implement solutions and to facilitate communication among state organizations about these issues.
- Turnover in ESD membership has resulted in some confusion as to the purpose and practices of ESD (still silo mentality).

Enterprise Services Delivery Team – Current Status

- Of the ~140 projects in the Project Portfolio ESD is observing 53 of them:
 - 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
- Projects tracked using the Strategic Project Roadmap

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 – 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	OMB Strategic Roadmap Projects										
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	OST Strategic Roadmap Projects										
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	OST/DOA/DTI

Strategic Roadmap – OMB and OST

<i>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.</i>		SFY23 (Jul 22 - Jun 23)					SFY24 (Jul 23 - Jun 24)			
Agency with Project #	Enterprise Level Projects	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
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
4.3	Reintroduce Strategic Planning and Performance Budgeting Processes (GAA)				L	L	L	L	L	L
4.4	ERP Migration -- PHRST, OPEN		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
5.3	PCI DSS Compliance	M	M	M	M	M	M	M	M	M
5.4	Treasury management system(s)	M	M	M	M	M	M	M	M	M

Enterprise Services Delivery Team – Desired Future State

- How does ESD get to better integration, to be truly enterprise-wide in outlook?
- From August 2023 meeting - 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

- Recruited volunteers from each of the major entities that comprise ESD for the ESD Charter Sub team:
 - Chuck Clark (GEAR/DOF)
 - Justin Day (DTI)
 - Cindy Diaz (OMB/PHRST)
 - David Edgell (OMB)
 - Daniel Madrid (GEAR/DOF)
 - Barbara McCleary (DHR)
 - Kyle Pritchard (DOF)
 - Philip Phucas (DTI)
 - Anne Spano (OMB/PHRST)
 - Bryan Sullivan (GEAR/OMB)
- Format for the team charter, CIP class Team Deliverable Spreadsheet and DTI example. Will also develop guiding principles as part of charter from roadmap and DTI.

GEAR Deep Dive Project Presentations

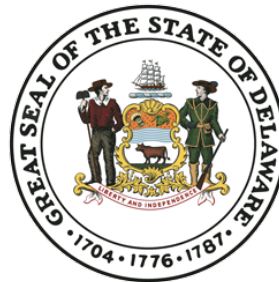
1. Delaware Digital Government – Go DE **Jen Jarrell, DTI and Burgundy James, DOS**
2. Payment Card Industry Data Security Standards (PCI DSS) Compliance **Fiah M. Kwesseu and Paulette Hopkins, OST**

DIGITAL GOVERNMENT FOUNDATION PROGRAM

Delaware Department of Technology and Information

Delaware Department of State

Office of the State Treasurer



Overview

What is the issue/problem being addressed?

- Residents and visitors navigate a variety of agency web pages to locate and procure state products and services
- User experience is agency-specific with unique login, presentation, and transaction modules

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
- To improve the quality of interactions we have with those we serve
- To simplify agency administration and maintenance or transaction processing and reconciliation

Background

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.**

Progress

What is completed on this project?

- Program sponsorship & resourcing
- Platform branding – Go DE
- User experience research
- SSO login, Fiserv integration
- Release 1 payment module
- Release 2 portal mock-up
- Early adopters – use cases, integration guide
- Support & on-boarding forms/workflow
- Out-year cost assessment

Program Resourcing

Executive Sponsors

Greg Lane
DTI

Jeffrey Bullock
DOS

Colleen Davis
OST

Program Sponsor

Executive Steering

Greg Lane

DTI CTO
(open)

Charles Clark

Colleen Davis

Nicole Majeski

Kristopher
Knight

Shawn Garvin

Jessica Borcky

Steering Committee

Solomon Adote

Mark Miller

Jordan
Seemans

Colleen Gause

Dan Madrid

Todd Reavis

Dana
Rohrbough

Dara
Schumaier

Stephanie
Wingert

Eric Zubrow

Program Team

Jen Jarrell
Technical PM

Burgundy James
User Experience PM

Tolga Erkal
Breakline PM

Workstream Owners

- Navin Singal
- Ramona Bracy
- Brian Krasts
- Kiran Kokonda
- Dara Schumaier
- Jess Borcky
- Chris Roberts

Workstream Resources

- Tony Marge
- Andy Stitt
- Julianne Solum
- Karen Katz
- Emer Ingeniero
- Florence Runyiri
- Himanshukumar Patel
- Steve Bailey
- Chris Hurley
- Justin Phelps
- Jason Gilliam
- Brandon Shilling
- Karen Watson
- Karlene Kahn
- Enrique Tabalon
- Wende Brown
- Carl Kenefsky

Breakline Resources

- Steve Michaels
- Anders Scholl
- Orian Marx
- Matthew Podsiad

Functional SMEs

- Tina Dirksen
- Prasad Alaparthi
- Norman Jester
- Lisa Whisman
- Fiah Kwessey
- Paulette Hopkins
- Nadeim Ghoryani
- Kumar Babu

Fiserv Resources

- EJ Nonmacher
- Rick Morrison
- Ramesh Rajendran
- Rick Morrison

Platform Branding



Get things done with **Go DE.**

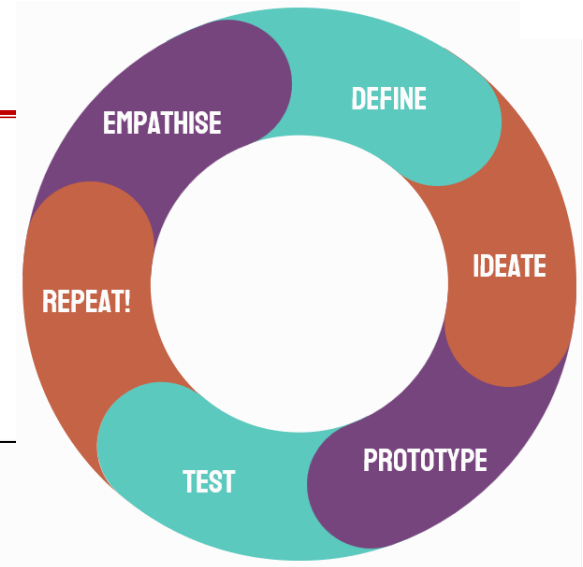
- ✓ Memorable
- ✓ Modern
- ✓ Simple & Compact
- ✓ Bold
- ✓ Promotes an Action
- ✓ Productive
- ✓ Forward Thinking
- ✓ Accessible

Platform Branding



User Experience

UX Awareness Campaign



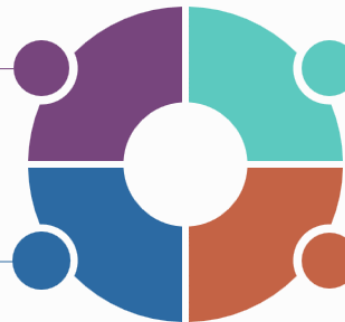
WHAT DOES GREAT UX LOOK LIKE?

USABLE

Is everything easy to understand?

EQUITABLE

Is it helpful to people with diverse abilities and backgrounds?



ENJOYABLE

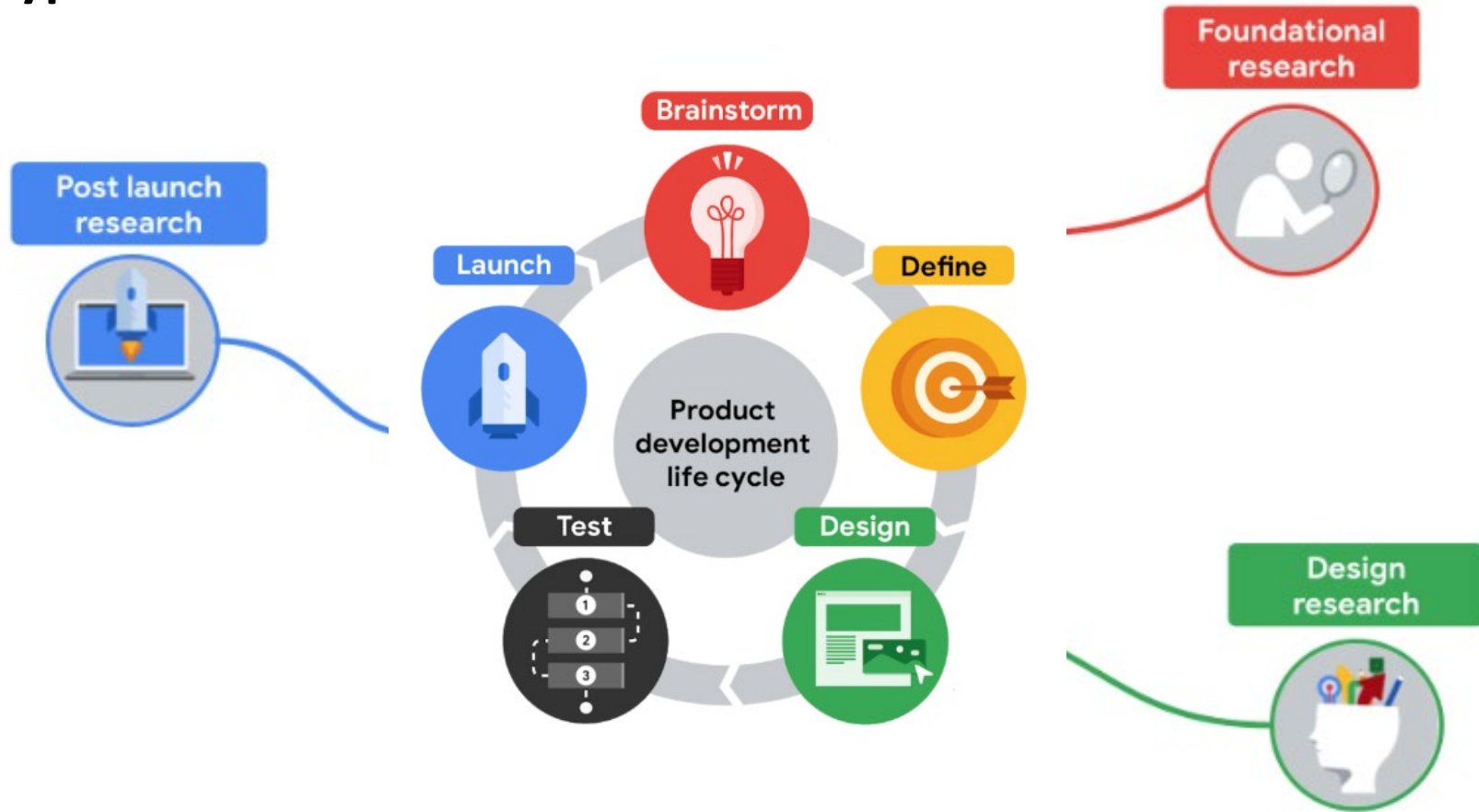
Does the final product delight the user when they interact with it?

USEFUL

Does it solve a user's problem?

UX Research Training Materials

Types of UX Research



Pay with Go DE

Scalable. Available. Configurable, Responsive, Accessible
Go DE Payment Prototype

Agency 1
Agency 2
Agency 3
Agency 4
Agency 5
...
Agency N

The prototype consists of three sequential screens connected by blue arrows:

- Screen 1: Payment Method**
 - Header: Hi, John. Let's get things done.
 - Tabs: Summary, Payment Method (active), Confirmation
 - Section: Payment Method
 - Radio buttons for Credit Card, ACH, and My Wallet (selected).
 - Selected Method: MasterCard ending with 1234 - Exp: 04/2028
 - Cardholder: John Smith, 123 Elm Street, Dover, DE 19901, jsmit@email.com
 - Security Code field with CVV icon.
 - Other Options: VISA Visa ending with 1234 - Exp: 04/2028, ACH Checking ending with 1234
 - Button: Make Payment →
- Screen 2: Confirmation**
 - Header: Hi, John. Let's get things done.
 - Tabs: Summary, Payment Method, Confirmation (active)
 - Section: Confirmation
 - Message: Thank you for your payment, John. You've successfully completed your payment.
 - Payment number: 21899863
 - Payment date: 08/01/2023
 - Button: Return to Application →
- Screen 3: My Transactions**
 - Header: Hi, John. Let's get things done.
 - Section: My Transactions
 - Table with columns: Transaction, Date, Status, View
 - Transactions:
 - Weekend park pass (Department of Natural Resources and Environmental Control) - May 18, 2023 - PAID - View
 - Driver's license renewal (Department of Transportation) - May 10, 2023 - ISSUED - View
 - Forest use permit (Department of Agriculture) - May 03, 2023 - SUBMITTED - View
 - Quarterly tuition payment (Department of Education) - June 01, 2023 - PAYMENT DUE - View

Go DE Roadmap



Mar 2024 - Onward

- Onboarding agency payments
- Onboarding payment link applications
- Onboarding on-site payment migrations

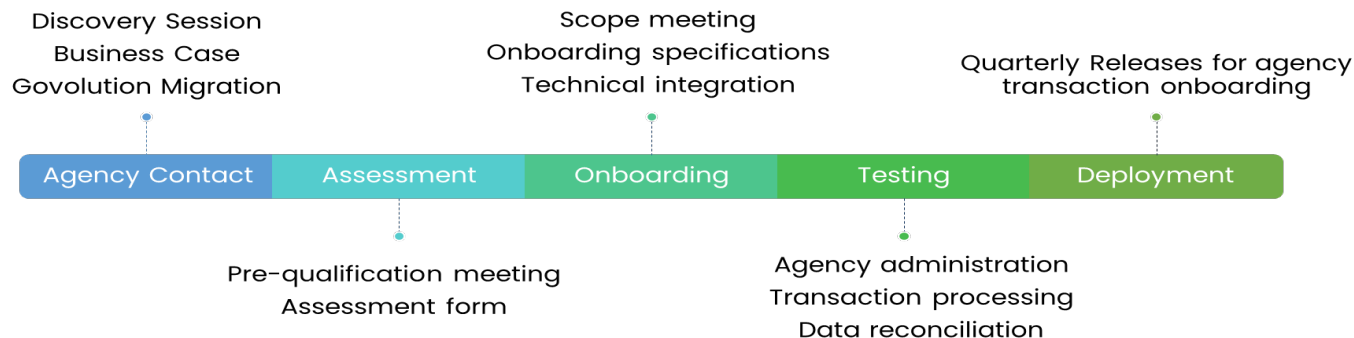


Agency Engagement

Release 1 Early Adopters (March '24)

- DNREC permitting
- Dept. of Agriculture
- Fire School
- Fire Commission
- Fire Marshal

Transaction intake and on-boarding process via ServiceNow



Go DE Agency Onboarding

ServiceNow request form and associated workflow for agency transaction on-boarding for all payment types

Removed – OST link for Payment Info

Home > Merchant Services > Request for Information about Electronic Payments

Request for Information about Electronic Payments


This is a request for more information about accepting payments



My agency is interested in accepting electronic payments (credit card, online ACH, remote deposit).

Choose your payment types, then click 'Order Now' for a Treasury associate to contact you to discuss how your agency can start taking electronic payments.

Click [this link](#) to visit the [Merchant Services](#) information page on the Treasurer's website.

 Add attachments

Added – Go DE Requests



Request Something

Browse the catalog for services and items you need



Get Help

Open an incident ticket for a problem with an IT product or service.



Knowledge Base

Browse and search for articles, rate or submit feedback

Home > Go DE Services

Catalogs

All

Categories

Business Cases

1

Go DE Services

1

Merchant Services

1

SECC - Cutest Pet Contest

1

Go DE Services

[Go DE - Digital Government Requests](#)



[View Details](#)



Progress

What is the progress toward goals, and the estimated measurable outcomes?

- Early adopter access to integration environment by December '23
- Transactions identified for March '24 release are successfully integrated, implemented
- Portal login, design and usability available for test by May'24
- Portal launch in June '24
- Repeatable process for quarterly release and associated cost defined and verified by August '24

Continuous improvement items

- Capability to reconcile transactions (by use case)
- Data storage, analysis, metrics, and visualization available (align to functional release schedule)

Progress

What is the estimated return on investment (costs versus benefits) for this project?

ROI Analysis – Go DE Payment Integration Release 1	
Average integration cost per application (Fiserv)	\$18K
Total # of applications to be converted	350
Estimated total cost to state (single contract/application)	\$6.3M
Target savings via standardized, single API via Go DE	20% (confirm by Aug'24)

Indirect ROI

- Decrease in manually processed payments and fiscal reconciliation
- Reduced agency administrative burden for login and payment issues
- Consumer reach and/or “cross-sell” of agency services
- Reduce agency transaction help desk requests

Direct ROI

- Reduced agency-specific Fiserv contracts
- Decrease in Fiserv billable hours
- Increase in agency ability to bill/accept ecommerce transactions
- Reduced need for one-off web pages
- Ability to benchmark & forecast

Next Steps

What are the next steps in this project?

- Validate/improve onboarding process flow
- Rebrand of My.Delaware SSO solution
- Development of UX Research Templates
- Agency discovery sessions 1Q'24

What is the timeline for completion?

- Foundational technologies, functionality through EOY'24
- Govolution to Fiserv migration by June '25
- Expanded portal offerings – ex. Documents, e-sign, ticketing, filings, licenses, permits through EOY'26

Challenges

Obstacles/barriers to the next steps or the project as a whole?

- Fiserv card connect parameters limiting mobile view and edit card usability (11/30 mtg.); work-around pending from Breakline
- Rebranding of My.Delaware for improved resident and visitor experience at login to all resources
- Implementation of user experience methodologies into existing processes – “voice of the customer”

GEAR Board Ask

What does the project need from the GEAR Board?

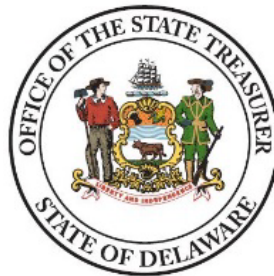
- **Remediate Govolution** web page and integrated applications – *submit agency assessment form*
- Participation in **discovery sessions** – Fiscal, IRM, business leaders, eCommerce SMEs
- **Ambassador** for future possibilities – invoice & pay, forms, licenses, push notifications, content services
- **Continuous improvement** analysis, usability input, idea generation



Get things done with **Go DE.**

Merchant Services PCI Compliance Project

Office of the State Treasurer (OST)



Meet the Team



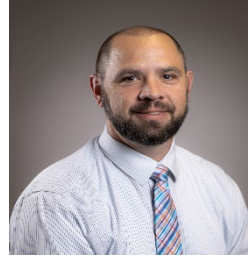
Fiah M. Kwesseu

Director, Operations and
Fund Management
Office of the State Treasurer



Lisa Embert*

Chief Operating Officer
Office of the State Treasurer



Mark Miller

Director of Information
Technology



Paulette Hopkins*

Merchant Services Program Manager
Office of the State Treasurer



Vivek Maharaj

Merchant Services Program Manager
Office of the State Treasurer



Melissa Berduo-Roblero

Merchant Accounting Specialist
Office of the State Treasurer



Ramona Bracy

Strategic Information Systems
Project Manager
Office of the State Treasurer



Lindy Scott

OFM Executive Assistant
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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



Merchant Level

Level 1

Level 2

Level 3

Level 4

of Annual Transactions

> 6

1-6M

20k-1M

<20k

Difficulty to Complete

Very High

High

Moderate

Low

Overview – PCI DSS Compliance

As a Level 2 Merchant, we are required to

- Complete annual SAQ
- Quarterly Scans by an Approved Scanning Vendor (ASV)
- Complete an Attestation of Compliance (AOC)

What is an SAQ? **S**elf **A**ssessment **Q**uestionnaire

Type	Description	# Questions
A	3 rd party e-commerce - outsourced	22
A-EP	Direct post e-commerce – merchant payment form	191
B	Phone, fax, imprint machine	41
B-IP	Internet terminal, network isolated	82
C	Payment system connect to internet	160
C-VT	VT on isolated network at one location	79
D	E-commerce w/o direct post or stores CHD	329
P2PE	Point-to-point encrypted payment device	33

Overview – PCI DSS Compliance

External/Internal Network Scan Requirements

- Quarterly
- After any significant network change
- Rescans

Common Vulnerability Scoring System (CVSS) Vulnerability Remediation Requirements		
CVSS Score	Severity Level	Mandated Remediation Timeline
9.0 - 10.0	Critical	30 days
7.0 - 8.9	High	30 days
4.0 - 6.9	Medium	90 days
0.0 - 3.9	Low	120 days

Overview – PCI DSS Compliance

We have 300+ Merchants

- Each merchant must complete the SAQ appropriate for their payment environment
- State of Delaware is an early adopter state for PCI 4.0 SAQs
- 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

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Next Steps – PCI DSS Compliance

Moving forward:

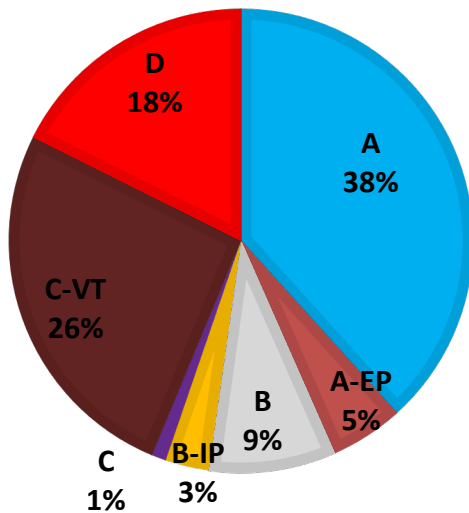
- Continue meeting with Merchants to understand business needs
- Continue to reduce PCI Scope
- Workshops to complete SAQs

Next Steps – PCI DSS Compliance

- Continuing to reduce PCI DSS Scope

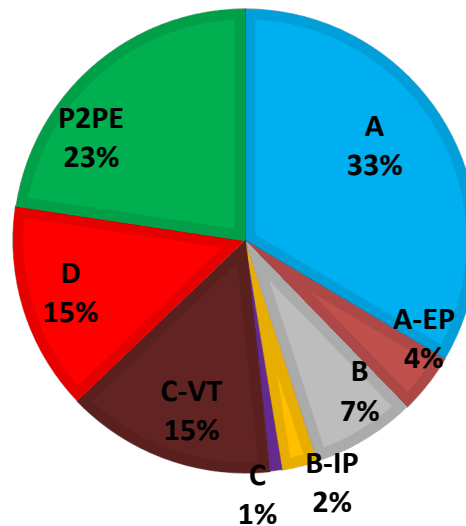
PAST

■ A ■ A-EP ■ B ■ B-IP ■ C ■ C-VT ■ D ■ P2PE



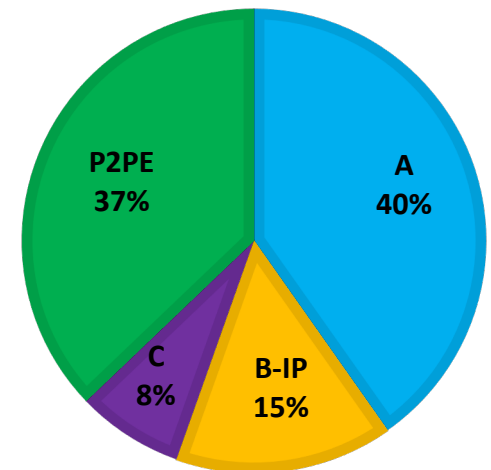
PRESENT

■ A ■ A-EP ■ B ■ B-IP ■ C ■ C-VT ■ D ■ P2PE



FUTURE

■ A ■ B-IP ■ C ■ P2PE



Challenges – PCI DSS Compliance

Challenges we've faced:

- Aligning work efforts with agencies
- Technical complexity of payment environments
- Obtaining point to point encrypted (P2PE) devices
- Tight timeline; PCI Compliance deadline is December 31, 2024
- Sheer volume of work
- Prioritizing data security along with digital government modernization

GEAR Board Ask – PCI DSS Compliance

- Continue to 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 CampusGuard, OST, and DTI
- Continue promoting Continuous Improvement efforts across the State

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

Adjourn



Contact



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