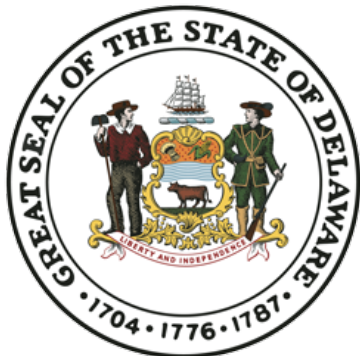


Government Efficiency and Accountability Review (GEAR)

GEAR39 Board Meeting
January 9th, 2024



<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. 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 January 2nd, 2024



Old Business

2024 GEAR Board Schedule

Location	Date	*Time
Carvel/Virtual	Tuesday, January 9th	10:00 a.m.
Carvel/Virtual	Tuesday, March 12 th	10:00 a.m.
Haslet/In Person	Tuesday, May 7 th	10:00 a.m.
Carvel/Virtual	Tuesday, July 9 th	10:00 a.m.
Buena Vista/In Person	Tuesday, October 15 th (Approve 2024 GEAR Annual Report)	10:00 a.m.
Carvel/Virtual	Tuesday, December 10th	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

- 2023 GEAR Annual Report
 - Thank you for efforts!
 - On-time, Press release, DE Public Media, Meeting with Governor
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Taskforce continue regular meetings
- GEAR Continuous Improvement Classifications Under Development with DHR – 2 meetings to review drafts
- GEAR P3 Awards Review and Updates
- GEAR Continuous Improvement Cycle Updates



GEAR P3 Awards

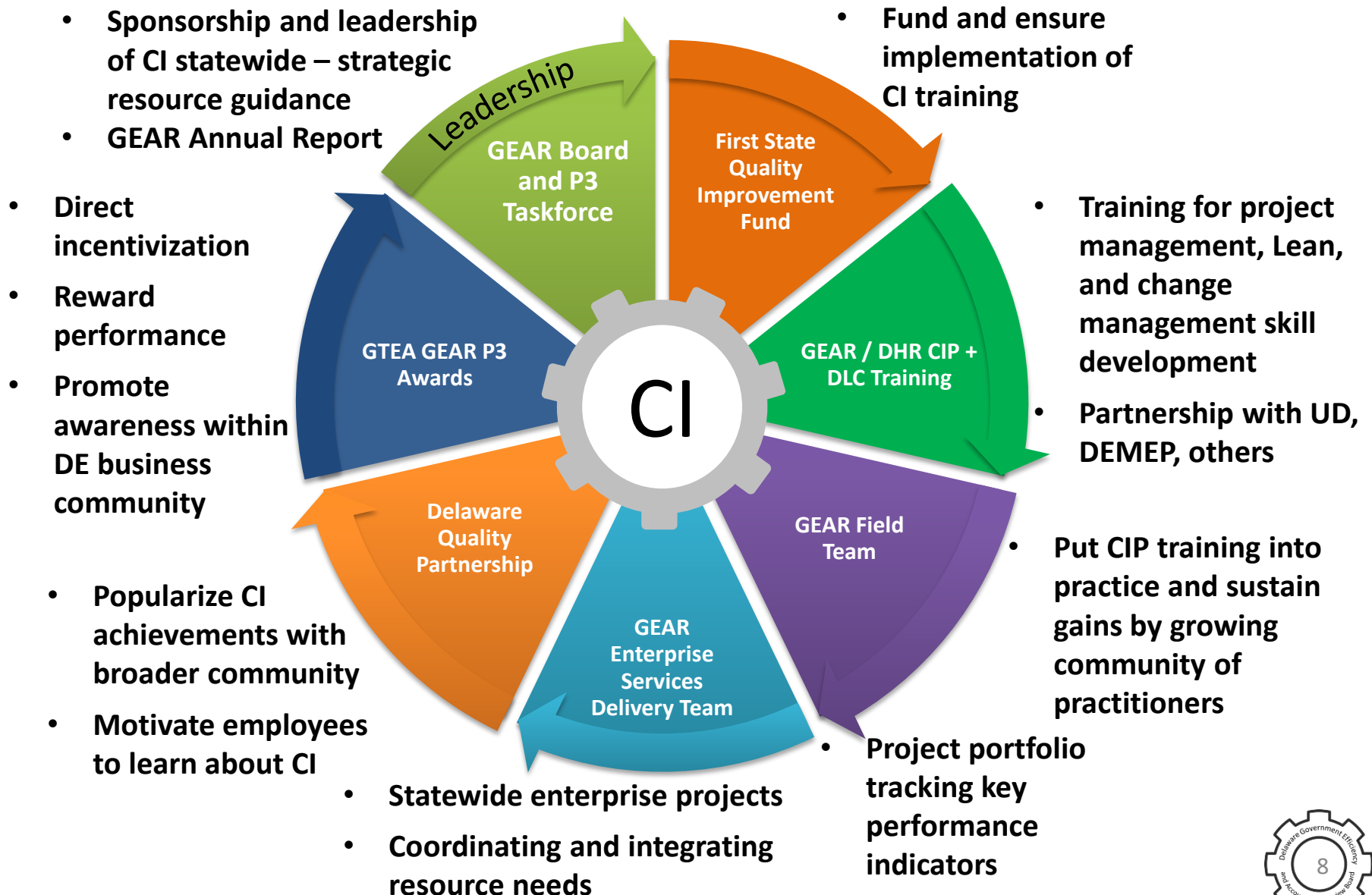
- GEAR P3 Innovation and Efficiency Award (Governor's Team Excellence Apex Award) for teams of 6 or more nominees – **due by January 16th**
- GEAR P3 Trailblazer Award for individuals or teams up to 5 nominees - **due by January 31st**
 - Second year of Trailblazer Award with distinct nomination form
 - Trailblazers can now apply in consecutive years for different projects
- Both include financial incentives for award recipients as funded by matched contributions from our GEAR P3 private sector contributors
- Nomination forms for both awards can be found at <https://dhr.delaware.gov/training/award/>

Award Timeline

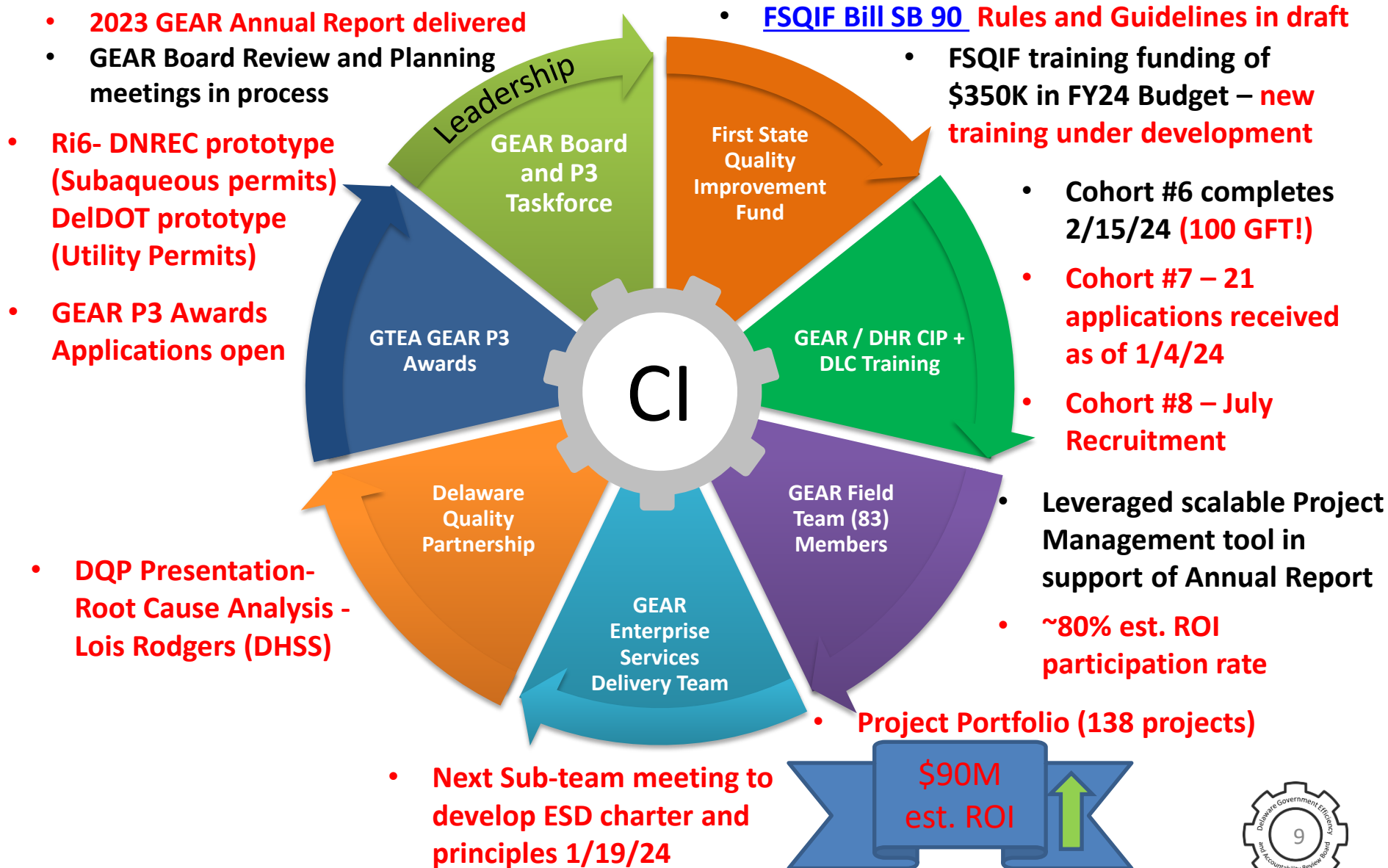


Nomination Process Opens	December
Nominations Received	Late January
Judges Review Nominations	February
Award Recipients Notified	March
Statewide Recognition Event	First Full Week of May

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 meetings being scheduled

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

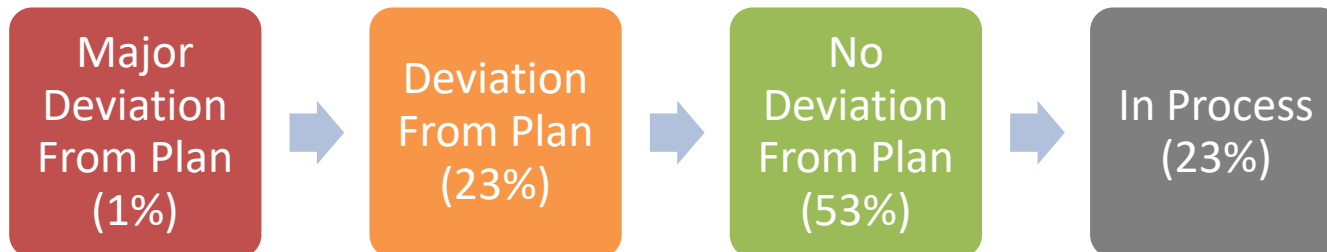
Department	Number of Projects
Health and Social Services (DHSS)	30
State (DOS)	6
Judicial	6
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	12
Services for Children Youth and their Families (DSCYF)	7
Labor (DOL)	2
Correction (DOC)	1
Safety and Homeland Security (DSHS)	2
*Enterprise Services Delivery (ESD)	54
GEAR P3 (Public-Private Partnership)	3
GEAR	7
State Housing Authority (DSHA)	2
Total	138

***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	Number of Projects
Initiating	5
Planning	13
Executing	57
Monitoring/Controlling	3
Closing (Includes Measuring Outcomes)	12
On Hold	11
Closed	37



Estimated ROI:
111 (83%) out of 138 projects reporting at \$90M

Enterprise Services Delivery (ESD) Team

Enterprise Services Delivery Team – Current Status

- Of the 138 projects in the Project Portfolio ESD is monitoring 54 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")

Enterprise Services Delivery - Projects

Financial Services Delivery

- Modernizing the State's Enterprise Resource Planning (ERP) Systems—on schedule, share requirements (January), chart of account review (February), and RFP to be posted (April).
- Procurement Card, Travel Policy and After-the-Fact Approval Process—completed and ongoing.
- Financial Advisory Committee—completed and ongoing.
- Lower Lease Costs and Restructure Lease Program—no change, 125 leases, 1.83 million sq ft rented space, costing \$33.6 million annually.

Data Integration and Mapping

- Leverage FirstMap for Data Sharing—OSPC, DTI Location Intelligence and CIO meeting to discuss long-term funding foundational GIS data.
- Establish State Land Inventory—vendor selected, SOW finalized, contract being reviewed (more detailed presentation later in this meeting).
- School District Enrollment Projections—projections prepared by UD CADSR and draft spreadsheets under OSPC, OMB/BDP and DOE.

Enterprise Services Delivery - Projects

Human Resources Modernization

- DLC Case Management System (DLC Support Portal)—**completed.**
- ServiceNow Employee HR Service Center (Employee Success Center)—**not funded.**
- Automated Recruitment Onboarding and Off boarding Solution—**Recruitment system implementation completed. On/Offboarding solution implementation (staff learning system, building/uploading forms, creating checklists for statewide implementation).**
- Electronic Human Resource Files (DHR Database)—**completed.**
- Digitizing Human Resources Documents—**completed.**
- Classification/Compensation Workflow Tracking System—**DTI doing proof-of-concept implementation for 1 of 23 processes.**

Enterprise Services Delivery - Projects

Technology Innovation

- Secure End User Services (SEUS)—expanding program initiatives to include upgrade of Service Catalog website (give end users less complex navigation experience) and update of DTI Service Offering website (improve understanding of services provided, display of service level agreements for each service). On track to roll out Cost Recovery Billing for FY 2025 service towers, email/collaboration services, enterprise voice services and security.
- Enterprise Digital Government: Single Sign-On for State Workers, Residents and Visitors—on schedule with milestones met. Pilot agencies currently testing API connectivity. Discovery sessions with remaining agencies to begin late January. Release 1 payment engine available for UAT by February.

Enterprise Services Delivery Team – Charter Subteam

- Recruited volunteers from each of the major entities that comprise ESD:
 - 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.
- Next meeting for subteam scheduled for January 19, 2024.

Enterprise Services Delivery Team – Full Team

- Goal for 2024: ESD improves integration of elements so as to be truly enterprise-wide in outlook.
- Activities to include review and approval of the work of the Charter Subteam, monitoring progress of projects, communicating progress or issues, and identifying/prioritizing statewide enterprise needs, solutions to meet the needs, and resources to implement these solutions.
- ESD scheduled meetings for 2024 (10:00 AM to 11:30 AM):
 - February 20, 2024 (Teams)
 - April 16, 2024 (Teams)
 - June 18, 2024 (Teams)
 - September 17, 2024 (Teams)
 - November 19, 2024 (Teams)

GEAR Deep Dive Project Presentations

1. State Service Center
Reimagined

Brian Calio, DHSS

2. DOCare

**Doreen Fields, Nancy
Feldmann, Dr. Awele
Maduka-Ezeh, DOC**

3. State Land Use
Inventory Update

David Edgell, OMB

DHSS STATE SERVICE CENTERS REIMAGINED PROJECT

Brian Calio, DHSS OSEC



Overview

- Problem: Is there a better way to deliver services at DHSS State Service Centers that improves the client experience?
- Desired Outcome: We seek better service delivery and better client experiences

Background

- The project is important because we want to deliver the best possible service
 - Feedback we've received shows an opportunity to improve
 - We want to exceed client expectations
 - We want our clients' experiences at State Service Centers to be positive, not negative
- The significance of the project is that it addresses the perception that we can do more to meet the needs and expectations of our clients

Project Focus Areas

- Facilities beautification
- Process improvement
- Queuing system
- Universal eligibility tool
- Website upgrades
- Change Management

Progress

- Completed:
 - Client info gathered, data tabulated, organized, and summarized
 - Challenges and possible solutions identified
 - Completed 13 future/ideal state ARIS process maps and other solutions planned for implementation
- Progress:
 - Now in Test and Implementation phase for solutions
 - Measurable outcome will come after full implementation with client experience feedback
- Return on investment is better client experiences, process improvements

Next Steps

- Next steps:
 - Continue implementation of six-part solution package
- Timeline on all of the focus areas is considered multi-year
 - 2026 or later

Challenges

- Obstacles/barriers include:
 - Finding clients willing to share their experiences
 - Documenting the processes while changes are happening to the physical space, eligibility tool, queuing system, etc.
 - Attempting to make process changes while organizational changes are happening

GEAR Board Ask

- Feedback or recommendations from the Board on what we might do to improve the client experience at state service centers

DOCares

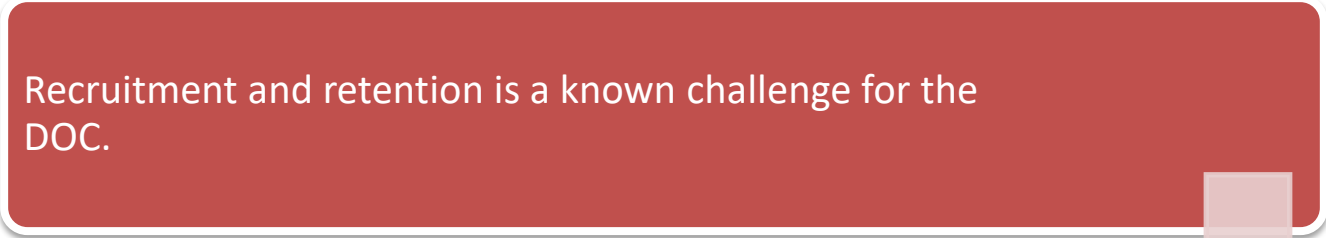
Doreen Fields, Nancy Feldmann,
Dr. Awele Maduka-Ezeh
Department of Correction



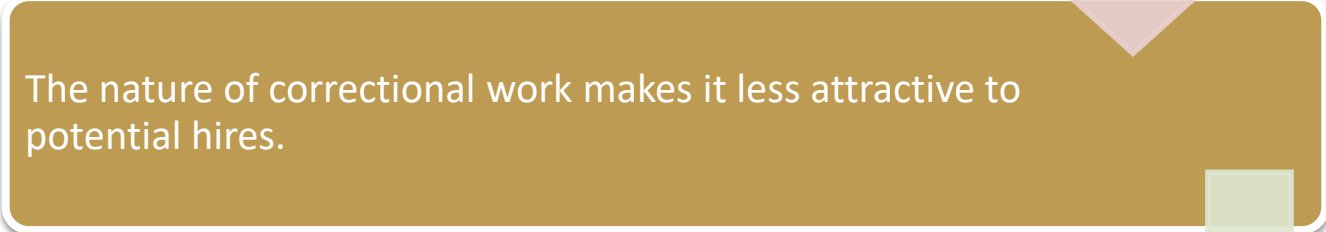
Overview

- What is the issue/problem being addressed?

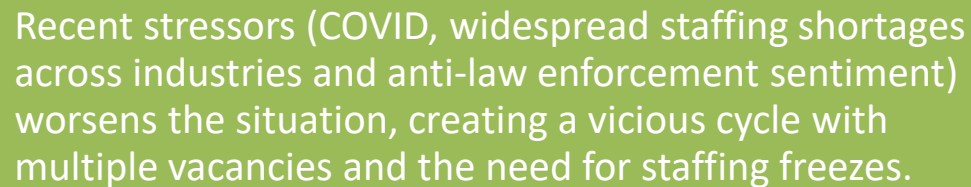
Recruitment and retention is a known challenge for the DOC.



The nature of correctional work makes it less attractive to potential hires.



Recent stressors (COVID, widespread staffing shortages across industries and anti-law enforcement sentiment) worsens the situation, creating a vicious cycle with multiple vacancies and the need for staffing freezes.



Opportunity



DOC LEADERSHIP HAS AN
OPPORTUNITY TO GAIN A
BETTER UNDERSTANDING OF
CHALLENGES THAT THE
EMPLOYEES FACE TO MAINTAIN
A WORK-LIFE BALANCE



DOC HAS AN OPPORTUNITY TO
PROVIDE A MORE ATTRACTIVE
WORK ENVIRONMENT

Ideal Outcome

- Improve employee satisfaction, recruitment, and retention
- Create an environment that supports staff in balancing the demands of life, work and career advancement



Progress



- **SPECIFIC** - Increase recruitment and retention for the correctional officer (CO) series.
- **MEASURABLE** - Currently, the Department has 323 CO series vacancies. The DOCares team's goal is to decrease the number of vacancies by 10%. The expectation to decrease the CO series vacancies shall result in decreased freezes and improve the work/life balance of our DOC employees.
- **ATTAINABLE** - The Department has implemented a recruitment process that allows individuals to choose a specific work location within the Bureau of Prisons, obtain free lodging for those who live more than 75 miles from the Academy, and an opportunity to earn a hiring bonus. These three initiatives have addressed the recruitment aspect. The DOCares team looks to address the retention challenges that have been identified through the departmentwide survey.
- **RELEVANT** - DOC HR reports recruitment strategies have resulted in an increase in new hires. The next step is to develop retention strategies that will improve work-life balance.
- **TIME BOUND** - By the close of 2024 the CO series vacancies shall be decreased by 10%. Recruitment and retention strategies will need to be reviewed annually.

Progress – Return on Investment (ROI)

Return On Investment - Recruitment

- A successful new hire is someone who completes the academy and begins their career in the facilities.
- After two years a Correctional Officer will be eligible for promotion. We believe if the Correctional Officer is seeking promotion, then it is a good indicator that they are investing in a career with the Department of Correction.
- Our estimate is that after two years of service we have recouped the initial investment in that officer.

Return on Investment - Retention

- A 10% improvement in our vacancies will result in a minimum of a 10% decrease in cost.
- Decrease recruitment and training costs:
 - According to Gallup, the cost of replacing an employee can range from one-half to two times the employee's annual salary
- Decrease overtime spending
- Decrease in burnouts/sick time usage
 - When a new employee calls out sick, then an employee is frozen and paid overtime to replace them

(Sick employee's daily salary + overtime costs for employee replacing them = Total sick time costs)
- Increase in productivity
 - Positive work culture boosts productivity



Progress

Initial Approach:
Childcare was thought to be a major barrier



Determination was based on:

Stories relayed by employees.
Survey data from other industries.



DOC Data gathering was completed to confirm/refute this determination



The Survey enabled us to:

Identify the number of parenting employees with
childcare needs.
Determine the impacts of freezes on employees.
Other issues that impact staff wellbeing and work-
life balance.

Progress – The Survey

Was sent to all
DOC employees

Inquired about
childcare needs
and work-life
balance

Survey opened
on 8/28/23 and
closed on
9/27/23

575 employees
responded

283 respondents
(49.22%) were
Correctional
Officers

Progress – The Survey Continued...

8. Do you currently use any form of childcare (or have you used any childcare in the past 12 months)?

[More Details](#)



**75% DID NOT
use childcare
in the past
year and only
26% expect to
use childcare
in the next
year**

9. Do you expect to use any form of childcare in the NEXT 12 months?

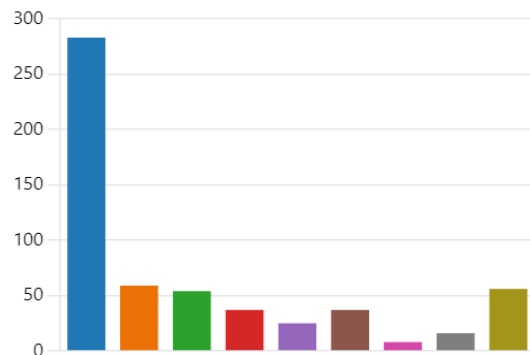
[More Details](#)



Progress – The Survey Continued...

49% of respondents were Correctional Officers

Correctional Officer	283
Probation Officer	59
Sworn Facility-level Supervisor - ...	54
Other Bureau of Prisons Staff (e....	37
Other Bureau of Community Co...	25
Bureau of Administrative Service...	37
Bureau of Healthcare Substance...	8
Office of the Commissioner staff...	16
Other	56



55% of respondents have more than 10 yrs with DOC and 25% have more than 20 yrs

5. How long have you worked with the DDOC

[More Details](#)

Less than 2 years	61
2-5 years	99
6-10 years	99
11-20 years	169
More than 20 years	147



Progress – The Survey Continued...

**40% of respondents were women and
55% were men**

3. What is your gender

[More Details](#)

Woman	227
Man	324
Non-binary	1
Prefer not to say	23
Other	0

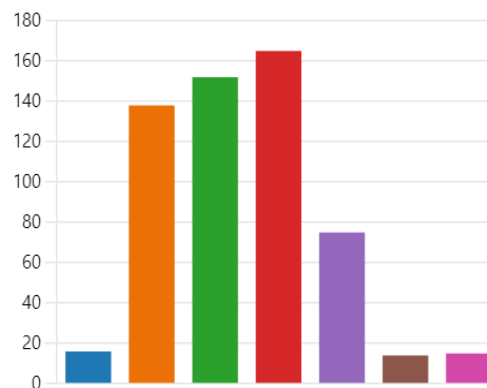


**48% of respondents who provided their
age were over the age of 45**

4. What is your age range

[More Details](#)

18-25	16
26-35	138
36-45	152
46-55	165
56-65	75
Over 65	14
Prefer not to answer	15



Progress – Survey Outcomes

Top 3 Reported Concerns:

1. Freezes
2. Schedules
3. Culture



Progress – Survey Outcomes

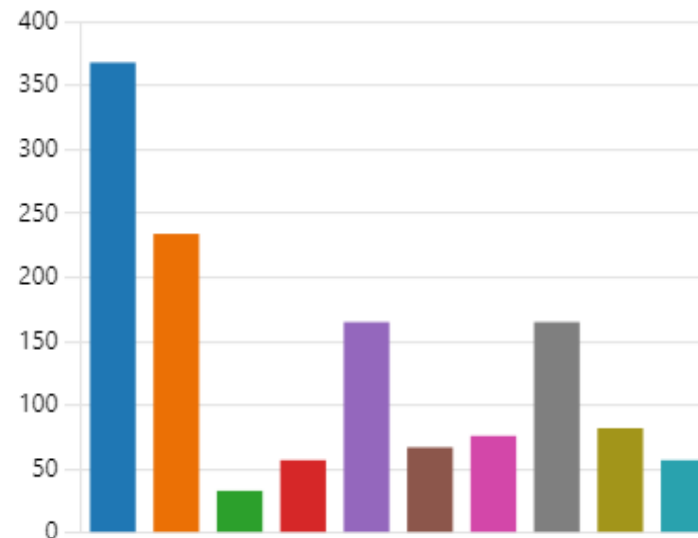
The good news: **29%** of respondents reported staying because they love the work.

7. What has made you stay at DDOC?

(Select all that apply)

[More Details](#)

● Benefits	368
● Pay	234
● Closeness to family	33
● My friends/family work at DOC	57
● I love the work I do here	165
● Difficulty finding other positions...	67
● Convenience	76
● Work Schedule	165
● Not really sure	82
● Other	57



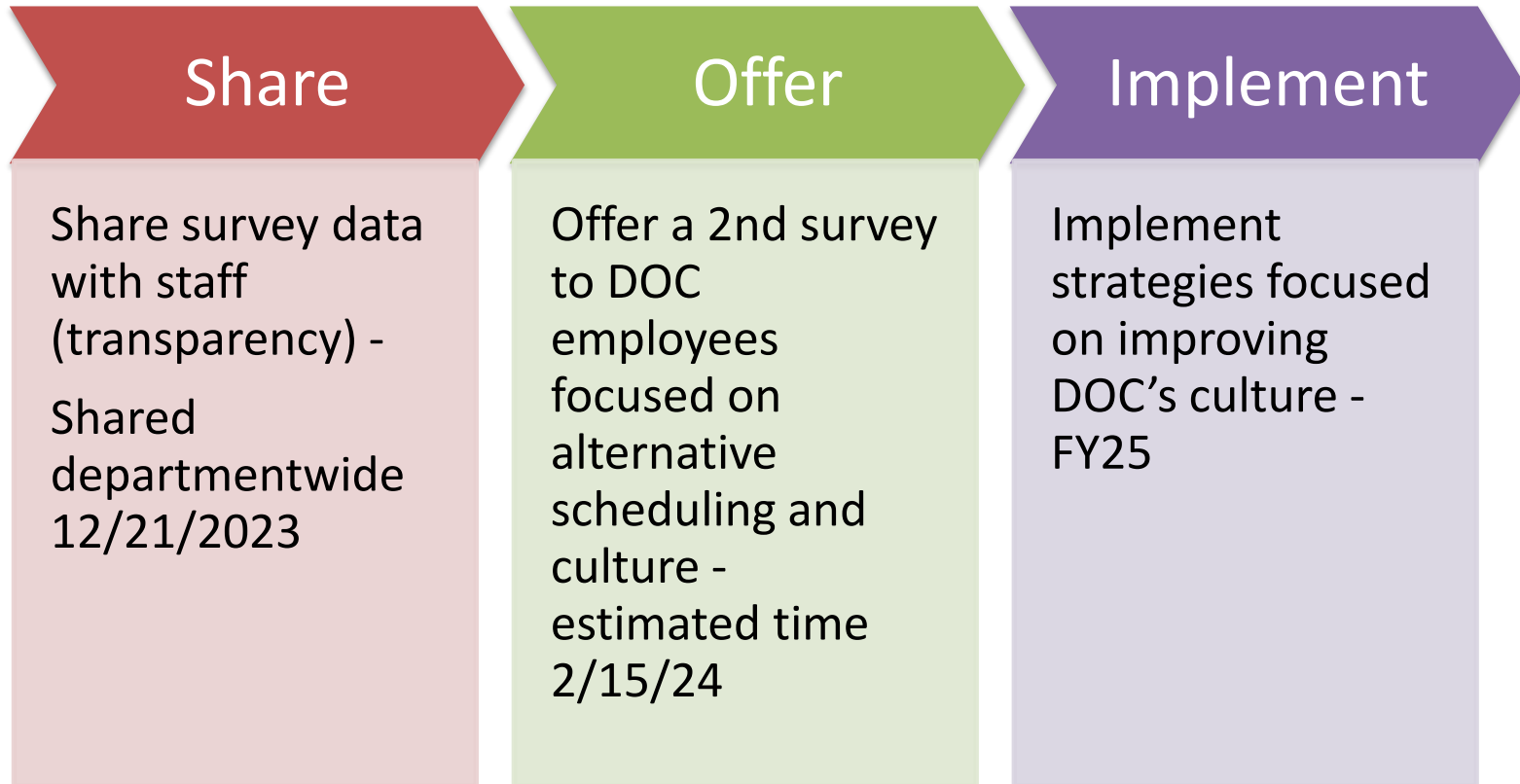
Next Steps – Proposed Path Forward

The DOCares Project has begun actively engaging employees to:

Identify the problems staff face in maintaining work-life balance

Identify actionable items to help maintain and increase employee retention

Next Steps – Timeline



Challenges



Correctional Officers Association of Delaware - 24/7 Union contracts that dictates employee shifts and days off



Employees with seniority are satisfied with schedules



Size of facilities can be more complex with culture change



Buy-in from Leadership to change the way of thinking

GEAR Board Ask

- What does the project need from the GEAR Board?



Advise on strategies on how to move the project forward as we encounter challenges



Gear Field Team check-ins about the project process and provide feedback

State Land Use Inventory Update

David Edgell

Office of Management and Budget



Overview

- Problem: The State of Delaware owns approximately 2,000 parcels of land, which are managed by more than a dozen State agencies and divisions. There is no master list or database of these assets, and no way to track changes.
- What is the desired outcome: A centralized database utilized by all agencies which manage real property.

Background

- Why is this project important to the State?
 - Need an authoritative inventory of all real property and facilities to properly manage the State's real property portfolio.
 - Create a transparent and institutionalized knowledge of the State's real property assets.
 - Realize efficiencies in land and facility acquisition, reporting, and disposition

Enterprise Services Alignment

- This project is an excellent example of “Enterprise Services.” The database and infrastructure will serve all agencies that own and manage land.
- Partnerships: DTI and OSPC; also 13 agencies/divisions.
- Process: research; discovery; requirements gathering; funding; RFP; vendor selection; contracting

Progress

- What have you done?
 - Identified the solution, defined how it will work, selected the vendor and ready to build the database.
- Where are you?
 - At the point of signing the contract – any day!
- Progress
 - Scope of services ready to be implemented; strong partnership with DTI

Next Steps

- Next Steps—
 - Sign contract, kick off meeting, begin the build
 - Re-engage Stakeholder Group
- What is the Definition of Done
 - Database operational and in use
 - Workflows of 13+ agencies and divisions integrate database so that it is always up to date
 - But. . . This is expected to be the foundation for additional modules, so will we ever be done?

Challenges

- Challenges—
 - Technical Challenges: database is to be designed to utilize DIDs/Snowflake for data storage; also must be integrated into other existing systems.
 - Implementation Challenges: The final product must be fully integrated into the workflow of 13+ agencies/divisions that own and manage real property. In other words, they must use it when it is available!

GEAR Board Ask

- GEAR Board Ask-
 - Leadership Support- Help with Change management. We need help from agency leadership to stress the importance of this project, and to implement the changes in workflow that will enable land managers to utilize this database in lieu of existing local spreadsheets/databases.

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

Adjourn



Contact



Please direct any inquiries about the Delaware GEAR program to:

Charles Clark (charles.clark@Delaware.gov) Bryan Sullivan (bryan.sullivan@Delaware.gov)

Executive Director of the Government Efficiency & Accountability Review (GEAR)	Director of Management Efficiency
Department of Finance	Office of Management and Budget
	Budget Development and Planning

Daniel Madrid (daniel.madrid@Delaware.gov)

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