Government Efficiency and Accountability Review (GEAR)

GEAR41 Board Meeting

May 7th, 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. GFT/ESD Presentations
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 **May 3rd, 2024***

Old Business

2024 GEAR Board Schedule

Location	Date	*Time
~~Carvel/Virtual~~	~~Tuesday, January 9th~~	~~10:00 a.m.~~
~~Carvel/Virtual~~	~~Tuesday, March 12th~~	~~10:00 a.m.~~
Haslet/In Person/Virtual	Tuesday, May 7th	10:00 a.m.
Carvel/Virtual	Tuesday, July 9th	10:00 a.m.
Buena Vista/In Person	Tuesday, October 15th (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

- 2024 GEAR Annual Report
  - Compressed timeline with November 1st publication in 2024
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Taskforce continue regular meetings

- GEAR P3 Awards Review and Updates

- GEAR Continuous Improvement Classifications Under Development with DHR

- GEAR Continuous Improvement Cycle Updates

- GEAR Board Review and Planning meetings

GEAR Annual Report – 2024 Timeline

- 8th annual GEAR report

- Describes continuous improvement achievements, recommendations for the Governor

- Emphasis on <u>quantifiable</u> outcomes

- Narratives needed from all Board member agencies and GEAR Field Team organizations
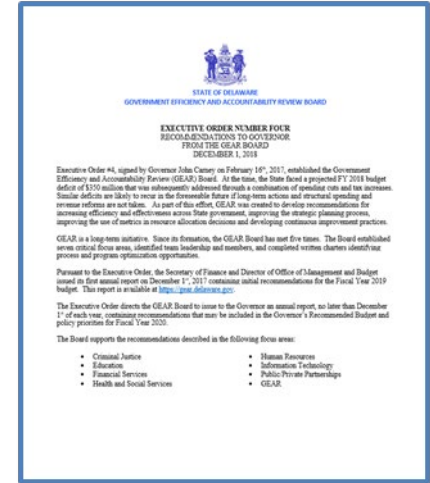
2024 Schedule

May 1	Annual report guidance distributed
Aug 1	All content contributions due from teams
Oct 8	Final draft emailed, Board reviews
Oct 15	GEAR Board review/approval
Oct 21	Final comments due from Board
Oct 28	Final version mailed to Board
Nov 1	Report posted on GEAR website

GEAR Annual Report

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

Example quantifiable (quantitative & qualitative) 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 P3 Taskforce and Awards

- GEAR P3 Taskforce met February 29th
  - Updated status Ready in 6 permit process improvement
    - DNREC (subaqueous) project initiation, DelDOT (utility) initiating
  - Reviewed 2023 GEAR Annual report topics
  - Scheduling discussions with P3 members on culture of continuous improvement recommendations
- Awards Selection Committee met February 20th
  - Thank you for all the preparation and review time!
  - Record number of awards

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

GEAR P3 Awards

Both awards include financial incentives for recipients as funded by matching contributions from our GEAR P3 private sector contributors and the State

GEAR P3 Innovation and Efficiency Award (Governor's Team Excellence Apex Award) for teams of 6 or more nominees

- **Agile Workspace Project Team** – Department of Human Resources & Department of Technology and Information
- **Division of Social Services (DSS) Unwinding Team** – Department of Health and Social Services
- **Continuous Quality Improvement Initiative Team** – Department of Health and Social Services

GEAR P3 Trailblazer Award for individuals or teams up to 5 nominees

- **Training Curricula Enhancement Project,** Department of Human Resources – Ashley Kavanagh
- **Digitization Project Team**, Departments of Human Resources and Technology and Information - Ashley Lebo, Alex LeClaire and James Robinson
- **Comprehensive Review Tool Project Team**, Department of Services for Children, Youth and Their Families - Jerrica Boyer and Tina Selby Ware
- **Connect Community Project Team,** Department of Health and Social Services – Ke'Andra Hackett, Nicole Jingozian, Barnabas Kerkula, and Melissa Winters

GEAR P3 Award Contributors
Thank you to our private sector partners!

Special thanks to our private sector selection committee members
- *Patti Pfarrer – The Precisionists Inc.*
- *Vernita Dorsey – WSFS Bank*

P3 Sponsors for the 2023 Awards

❖ *Corporation Services Company (CSC)*

❖ *Highmark BCBS Delaware*

❖ *JPMorgan Chase*

❖ *M&T Bank*

❖ *The Precisionists, Inc. (TPI)*

❖ *WSFS Bank*

❖ *W.L. Gore & Associates*

❖ *DuPont*

❖ *Buccini Pollin Group (BPG)*

❖ *Morris James LLP*

Continuous Improvement Classifications - Overview

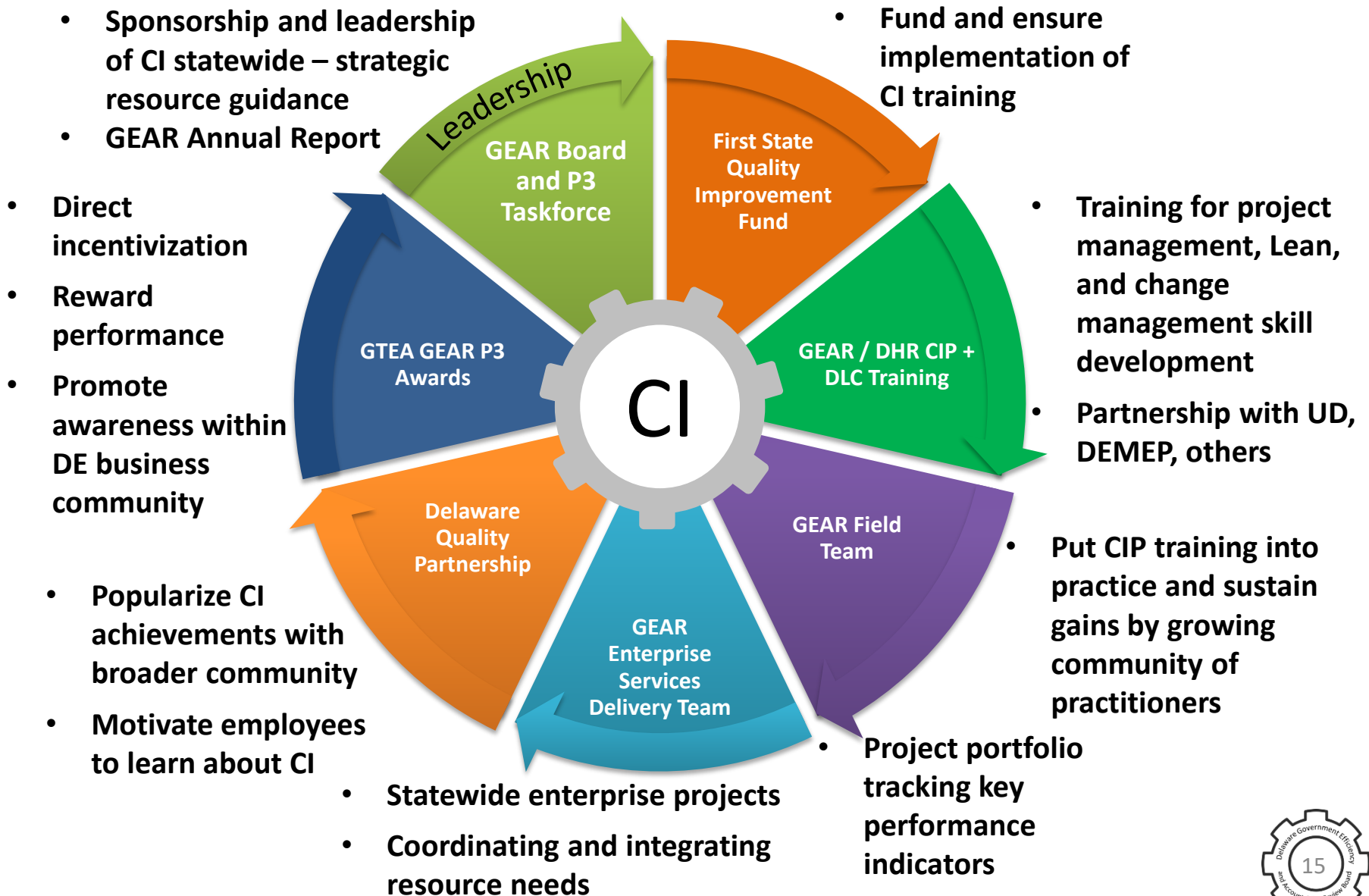| Continuous Improvement Training Element	Project Management	Business Analysis	Change Management
Industry Standard	Project Management Institute (PMI)	International Institute of Business Analysis (IIBA)	Prosci, Inc. (ADKAR Model and Methodology)
Specialist Classification Series	1. Project Management [PM] Specialist Series [3 Levels – Associate, Senior, Executive]	2. Business Analyst [BA] Series [3 Levels – Associate, Senior, Executive]	3. Change Management Specialist [CMS] Series [3 Levels – Associate, Senior, Executive]
Generalist Classification Series (Industry Standard - Lean Six Sigma)	4. Lean Continuous Improvement (CI) Analyst Series [3 Levels – Associate, Senior, Executive]		

Continuous Improvement Classifications – Progress

What was completed on this project?

- A3 problem statement and current state analysis of comparable classifications in state government and across regional employers **(Sept – Nov 2023)**

- Proposed classifications shared with GEAR Board **(September 12th, 2023)**

- Discussed draft classifications with DHR **(December 6th, 2023)**

- Revised classifications with additional detail as well as comparable job specs reviewed with DHR **(February 13, 2024)**

- Updated GEAR Board on classification development **(March 2024)**

- Revised classifications with additional classification form detail shared with DHR **(April 1st, 2024)**

- Next meeting scheduled with DHR to review updated classifications **(May 22nd, 2024)**

Goal: Classifications available by July 2024 for agencies to request during the FY2026 budget development process

GEAR Continuous Improvement (CI) Cycle

- **Sponsorship and leadership of CI statewide – strategic resource guidance**
- **GEAR Annual Report**

- **Direct incentivization**
- **Reward performance**
- **Promote awareness within DE business community**

- **Popularize CI achievements with broader community**
- **Motivate employees to learn about CI**

Leadership

GEAR Board and P3 Taskforce

First State Quality Improvement Fund

GTEA GEAR P3 Awards

CI

GEAR / DHR CIP + DLC Training

Delaware Quality Partnership

GEAR Enterprise Services Delivery Team

GEAR Field Team

- **Fund and ensure implementation of CI training**

- **Training for project management, Lean, and change management skill development**
- **Partnership with UD, DEMEP, others**

- **Put CIP training into practice and sustain gains by growing community of practitioners**
- **Project portfolio tracking key performance indicators**

- **Statewide enterprise projects**
- **Coordinating and integrating resource needs**

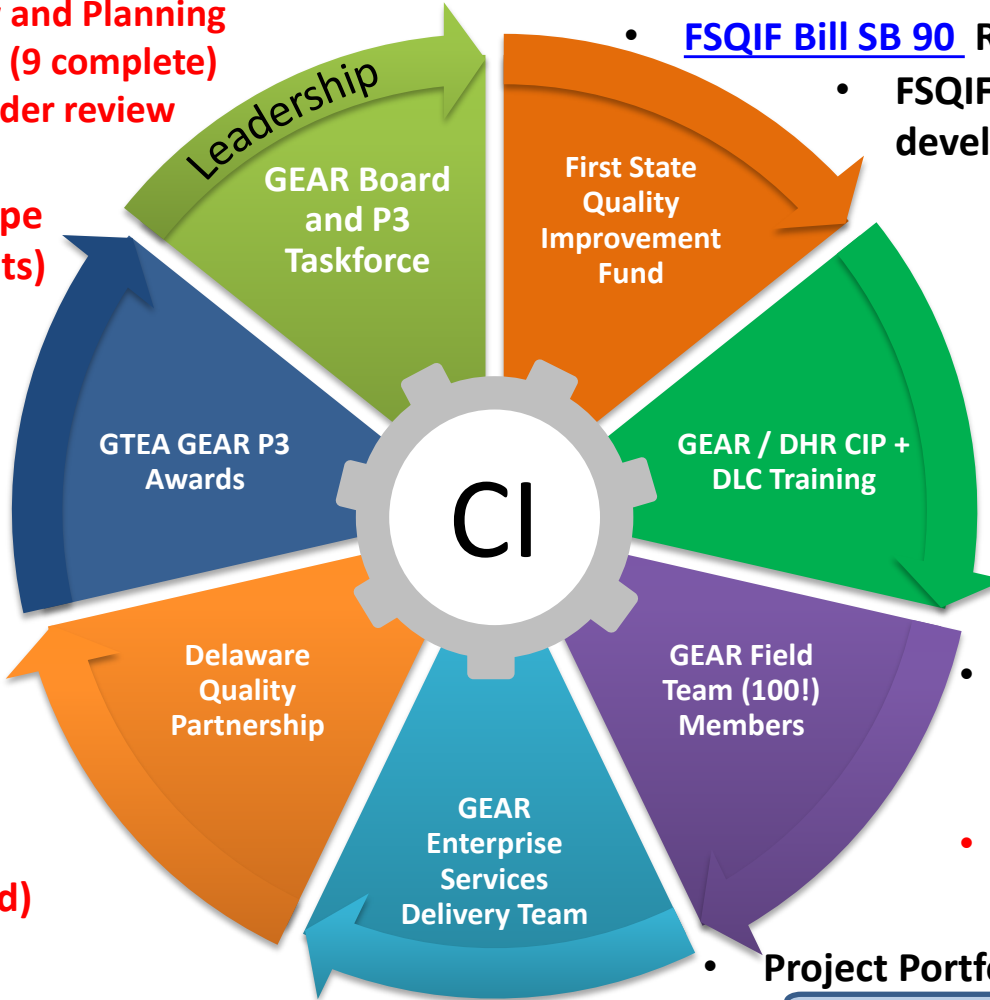# Current GEAR CI Cycle Activities

- **GEAR Board Review and Planning meetings in process (9 complete)**
- **CI Classifications under review**

- **Ri6- DNREC prototype (Subaqueous permits) DelDOT prototype (Utility Permits)**

- **GEAR P3 Award Winners – Recognition Event May 6th**

- GEAR P3 Taskforce meeting held 2/29

- **DQP Presentation- 4/12/24 (Postponed)**

Leadership

GEAR Board and P3 Taskforce

First State Quality Improvement Fund

GTEA GEAR P3 Awards

CI

GEAR / DHR CIP + DLC Training

Delaware Quality Partnership

GEAR Field Team (100!) Members

GEAR Enterprise Services Delivery Team

- **FSQIF Bill SB 90** Rules and Guidelines (draft)
- **FSQIF – new training under development**

- **Cohort #7 – 18 started training 2/13/24**
- **Cohort #8 – July Recruitment**

- **Leveraged scalable Project Management tool in support of Annual Report**

- **~85% est. ROI participation rate**

- **Project Portfolio (137 projects)**

$95M est. ROI

- **Finalized proposed charter with full ESD team 4/16/24**

GEAR Board Review & Planning Meetings

- **Executive Sponsors**
  - **Secretary Rick Geisenberger (DOF)**
  - **Director Cerron Cade (OMB)**
  - **Controller General Ruth Ann Miller**
- **Secretary Manning (DHSS)**
- **CIO Lane (DTI)**
- **Secretary Holodick (DOE)**
- **Secretary DeMatteis (DHR)**
- **Chief Justice Seitz (Judiciary)**
- **Mike Begatto (AFSCME)**
- **Treasurer Davis (OST)**
- **P3 Taskforce Chair Ernie Dianastasis (Business Community)**
- Other 2023 GEAR Annual Report Contributors (DSCYF, DOC, DNREC, DelDOT, DSHS, DOL, DOS, DDA) – Underway

GEAR Legislative Updates

- **HA 1 for HB 333** - Adds the Executive Director of GEAR to the Delaware Artificial Intelligence Commission. This new Commission would be tasked with making recommendations on AI utilization and safety within the State. Currently awaiting House vote May 7th.

- **HB 366** - Amends Title 29 of the Delaware Code relating to the elimination of the Technology Investment Council (TIC) citing some overlapping duplication of functions with GEAR - released from the House Sunset Committee as of April 23rd.

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
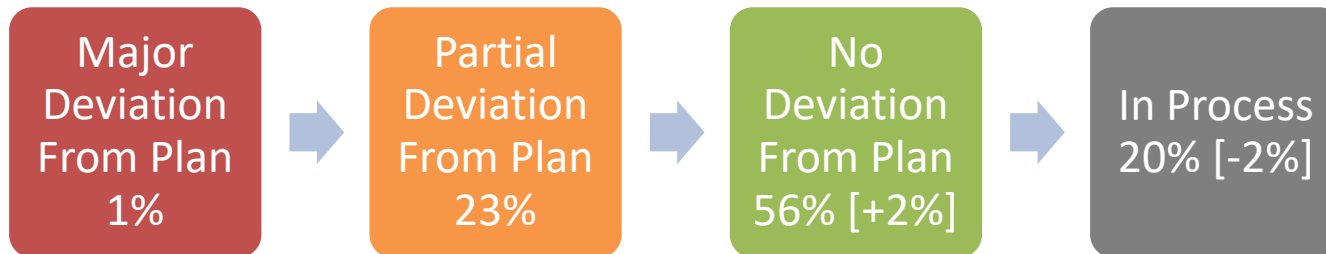
GEAR Portfolio Projects by Organization

Department	Number of Projects
Health and Social Services (DHSS)	29
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	**137**

*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	7 (+1)
Planning	12 (-1)
Executing	56 (+1)
Monitoring/Controlling	3
Closing (Includes Measuring Outcomes)	12
On Hold	10 (-1)
Closed	37

Major Deviation From Plan 1% → Partial Deviation From Plan 23% → No Deviation From Plan 56% [+2%] → In Process 20% [-2%]

Estimated ROI:
117 (85%) out of 137 projects reporting at $95M

Enterprise Services Delivery (ESD) Team

Enterprise Services Delivery Team – Overview

- Of the ~137 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 ProjectPlace tool

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 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)
  - Michelle Donohue (DTI)
  - David Edgell (OMB)
  - Daniel Madrid (GEAR/DOF)
  - Barbara McCleary (DHR)
  - Kyle Pritchard (DOF)
  - Philip Phucas (DTI)
  - Anne Spano (OMB/PHRST)
  - Bryan Sullivan (GEAR/OMB)
- Worked over a six-month period to develop and present mission, value, roles, guiding principles, stakeholder and goal statements to full ESD Team. Next meeting, when needed.
- THANK YOU!

Enterprise Services Delivery Team – Charter Subteam

- **Mission** – Support, promote, monitor and strategically guide statewide, multi- organization, financial services, human resources and information technology projects to facilitate inter-organizational collaboration on these projects and elevate communication of project details and outcomes to stakeholders.

- **Vision** – ESD's vision is to foster a culture of collaboration and success by ensuring inter-organization collaboration on enterprise-wide finance, human resources and information technology projects and adequate resource allocation to sustain these projects over time.

Enterprise Services Delivery Team – Charter Subteam

- **Role** and key activities:
  - Foster greater alignment among organizations, projects, and service delivery outcomes moving towards a more unified State of Delaware enterprise focus. This involves assisting organizations to adopt a state enterprise-wide perspective emphasizing inter-organizational collaboration over competition for resources.
  - Identify and review enterprise-wide projects to enhance the efficiency of State operations and identify opportunities for economies of scale.
  - Identify enterprise needs, devise solutions to meet these needs, and determine and advocate for the resources necessary for effective and sustained solution implementations.
  - Serve as a forum for business, subject matter, and technical experts to collaborate on understanding business processes, technical solutions, resource requirements and project priorities and communicating these elements externally to decisionmakers and stakeholders.
  - Formulate enterprise strategies and provide comprehensive reporting on the impact of change capacity, risk management, integration points and resource use. Assess the resulting return on investment (ROI), and any qualitative improvements/outcomes, for enterprise-wide solutions that benefit organizations and stakeholders.

Enterprise Services Delivery Team – Charter Subteam

– **Guiding Principles (based on Strategic Roadmap):**

- Support project(s), as needed, through the funding (budget) process.

- Cultivate a motivation for change and share lessons learned across organizations.

- Introduce opportunities for improving project management, business analysis and change management.

- Assess break even and return on investment (ROI) and identify any positive qualitative benefits to these projects.

- Orient organizations and projects towards outcomes emphasizing collaboration over competition for resources and adopting an enterprise-wide perspective.

Enterprise Services Delivery Team – Charter Subteam

- **Guiding Principles (based on DTI)**:
  - Ensure compliance with statewide standards to facilitate inter-operability, maintain consistency across solutions and support IT operations under the Department of Technology and Information (DTI) service umbrella, particularly those services securing the protection of State data and the State network.
  - Acknowledge the constant evolution of the IT environment, by monitoring emerging technologies and techniques for potential use. ESD will encourage organizations to collaborate with DTI to build IT innovation capabilities and provide an environment, management practices, and incentives for exploring, designing or prototyping new solutions and services. ESD will also report on recommendations and findings of the AI Commission so that these may be adopted on an enterprise-wide basis.
  - Recognize data as an enterprise asset with an emphasis on onteroperability in government work. Coordinating inter-organization and inter-governmental data collection and management that is essential for improving data sharing capabilities and reducing the costs or acquiring and managing data.
  - Any initiatives impacting statewide systems (e.g., current ERP project involving PHRST, eSTAR, FSF, CRIS) will also be referred to the project's formal governance structure.

Enterprise Services Delivery Team – Charter Subteam

- **Stakeholders**
  - GEAR Board
  - Governor, other state-wide elected officials and cabinet secretaries
  - Leadership of the Judiciary, Legislature and education organizations
  - State agency/organization middle management—persons overseeing projects and outcomes
  - Project managers and the newly established continuous improvement classifications—those persons directly responsible for managing the development, implementation and completion of specific project(s)
  - End users– those state employees who will be using the completed project(s) to provide services and goods to citizens, visitors and others
  - Citizens—those persons using the services and goods provided by the State end users

Enterprise Services Delivery Team – Charter Subteam

- **Enterprise Services Delivery Team Goals:**
  - Enhance communications for multi-organizational finance, human resources and information technology projects
  - Foster improved communication about projects to sustain collaborative efforts— use formal tools of communication to broaden communication on projects that bring new capabilities to the state and make sure end users are aware of current services that have been implemented and used by the State
  - Help build and reinforce a sustainable culture of continuous improvement as defined by GEAR
  - Share scalable opportunities for projects to improve efficiency of government processes and practices (e.g., DelSign, FLEET and other projects)
  - Develop or adapt methodologies to recommend the allocation and prioritization of resources for long-term and short-term projects, that are underway or proposed, based on project tracking worksheets, estimated return on investment (ROI), and projected positive, qualitative impacts on end users
  - Value stakeholder engagement through each stage of the project(s). Having resources allocated alone is not sufficient, projects need to address the challenges of stakeholders and end users—make sure the right stakeholders are engaged and on-board to reduce risks.
  - Consider the current competitive hiring environment, collaborate with the Department of Human Resources to develop comprehensive talent acquisition and retention strategies for key roles such as IT, financial services, personnel and continuous improvement across all State organizations

Enterprise Services Delivery Team – Full Team

- Goal for 2024: ESD improves integration of project management 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. Diagnostic Screening for Trauma Related Disorders in Long Term Care

    Melissa Winters, DHSS

2. Secure End User Services

    Patti Burke, DTI

DIAGNOSTIC SCREENING FOR TRAUMA-RELATED DISORDERS IN LONG TERM CARE (LTC)

Melissa Winters, Psy.D.

Division of Services for Aging & Adults with Physical Disabilities

Department of Health & Social Services

Overview

- What is the issue/problem being addressed?
  - There is far more social awareness of the impact of trauma on a person's health and well-being than in the past.
  - The concept of trauma-informed care (TIC) is gradually being embedded in the LTC setting, driven in part by Centers for Medicare and Medicaid Services (CMS) regulations which went into effect in 2019.
  - TIC is related to, but different from, diagnosing and treating a trauma-related disorder. There is currently no guidance on this component of the spectrum of trauma awareness in LTC.
- What is the desired outcome?
  - To develop a set of recommendations or processes/procedures surrounding appropriate integration of diagnostic screening of trauma-related disorders in LTC.

Background

- Why is this project important?
  - "Trauma-informed care" (TIC) vs. Trauma treatment
  - Diagnosis $\longrightarrow$ Treatment
- What is the significance?
  - Rates of PTSD & trauma-related symptoms:
    - 6% lifetime in adulthood
    - ~3% "older adults" in the community
    - Up to 40% with symptoms
    - Twice as likely to develop dementia

Specialized Trauma Treatment

Diagnosis

Trauma Informed Care
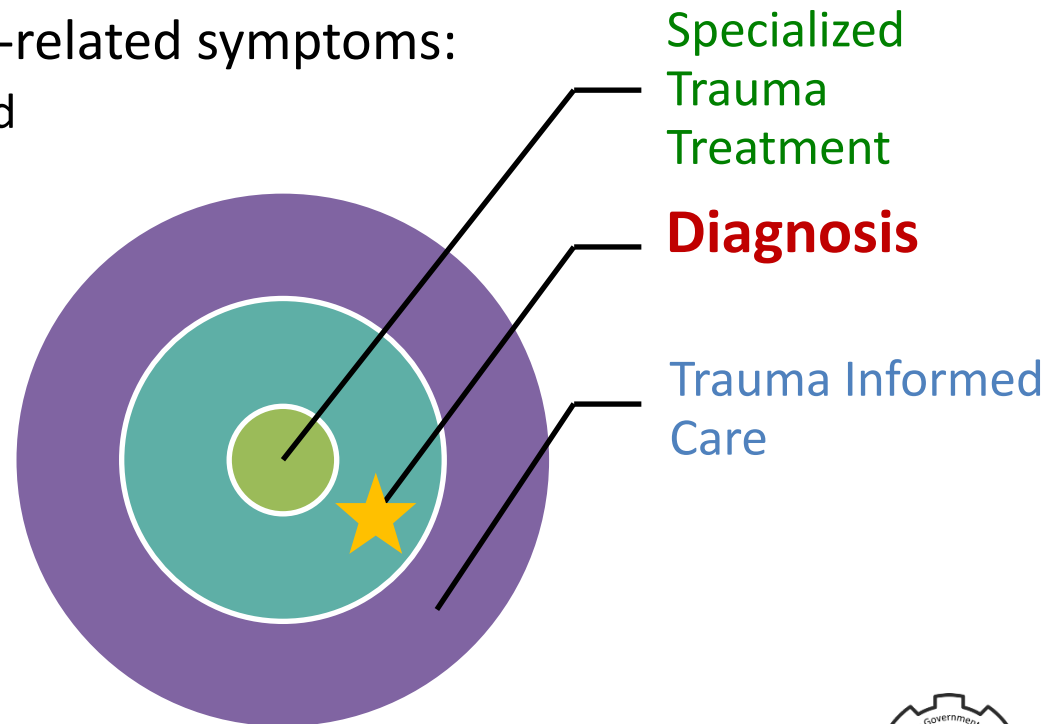
Progress

- What is completed on this project?
  - Problem definition
  - Goals
- What is the progress toward goals, and the estimated measurable outcomes?
  - Completing current state analysis
  - Plan to develop a guidance document regarding the place of formal diagnostic evaluation of trauma-related disorders
- What is the estimated return on investment (costs versus benefits) for this project?
  - "Cost of Illness" studies
  - Health-related quality of life

Next Steps

- What are the next steps in this project?
  - Outline methods
  - Identify resources needed
  - Process mapping

- What is the timeline for completion?
  - This is a flexible, priority-dependent project
  - Currently in the project initiation and planning phase
    - Timeline will be clarified once charter has been completed

Challenges

- Obstacles/barriers to the next steps or the project as a whole?
  - Very limited research about trauma-related disorders in LTC-specific settings
  - Lack of existing models for assessing PTSD in LTC
    - Most formal symptom measures for PTSD are validated in other settings
    - Symptom measures validated in LTC settings do not include a strong PTSD component
  - Creating something scalable and leverageable in settings with a historical lack of access to mental health specialists

GEAR Board Ask

- What does the project need from the GEAR Board?

  - Ongoing support.

Secure End User Services

Background/Timeline

FY 2026
ITC-BY-SERVICE IMPLEMENTATION
- ITC-by-Service Scaling to Addition Agency Partners
- Cost Recovery Billing
  - Service Desk
  - Enterprise Desktop/LAN
  - Network/Connectivity

FY 2024
PHASED SEUS IMPLEMENTATION
- SEUS PRODUCTION: DSHA
- Memo Billing Process Introduced
- Partner Services Policy
- Cost Recovery Billing

FY 2025
ITC-BY-SERVICE IMPLEMENTATION
- Partner Services Policy
- Cost Recovery Billing
  - Enterprise Voice Services
  - Email/Collaboration Services
  - Security Suite

FY 2023
SECURE END USER SERVICES
- SEUS PILOT: OMB and DHR (completed)

FY2022
STRATEGIC PIVOT
FROM ITC-BY-AGENCY TO ITC-BY-SERVICE after OMB approval in FY21 of Shared Services Cost Model

LEGEND:
SERVICE IMPLEMENTATION
Anticipated Feature Implementation

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Overview

IT Centralization vs. SEUS Definition

Rollout of SEUS Shared Services Cost Model

Partnership with OMB

Secure End User Services

Secure End User Services (SEUS) equitably delivers the essential technologies and tools for a productive, secure State workforce. Agencies and workers benefit from standard enterprise tools, security, training, governance, and 24x7x365 support. SEUS is comprised of six enterprise components: **Service Desk, Desktop, Network / Connectivity, Voice Services, Email /Collaboration, and Security Suite.** These critical services are funded by a consumption-based (per-employee/month) cost recovery model.

24 x 7 x 365

Statewide Service Desk
The first point of contact for IT service and support.

Network & Connectivity
Services that connect State network components.

Enterprise Voice
Services that support the Statewide communication system.

Customers

Security Suite
IT services that protect State data, devices, and employees.

Email and Collaboration
Productivity services which focus on how employees share, collaborate, track, and deliver content.

Enterprise Desktop
24/7 onsite and remote support for IT Centralized agency staff computers, peripherals, office and productivity applications.

Service Catalog
SEUS Catalog

SEUS components were defined and implemented in the DTI Service Catalog in 2023.

Secure End User Services

Security:

- Cyber security is a <u>top priority</u> for everyone
- We must secure the network for the enterprise; any vulnerabilities put us all at risk
- Support of in-office, remote, hybrid and brokered work environments = increased external entry to state systems

Support:

- Standardization, equity, service level, and agreements

Efficiency:

- Leverage contracts, consolidation, and aggregate spend

Shared Service Cost Model

Concept and Framework

- **IT Chargeback**
  - IT Chargeback is a method of charging internal consumers for the IT services they used. Instead of bundling all IT service costs under the IT dept., a chargeback program allocates the various costs of delivering IT Services to the organizations that consume them.

- **SBC Service-Based Cost Model**
  - Service-Based Costing (SBC) is an ITIL – Financial Management budgeting concept that allows organization to allocate all related costs and expenses to the appropriate IT services and define a unit cost for each IT service based on end-user consumption.

- **Cost Recovery**
  - Cost Recovery Rules: OMB Circular A-87; Statewide Cost Allocation Plans (SWCAP)
  - A **sustainable** cost model is achieved when all necessary costs associated to the service provided can be fully recovered.

Secure End User Services

Secure End User Services (SEUS) <u>included</u> components are products and services common to ALL agencies and employees and can be defined as an enterprise offering.

A SEUS <u>add-on</u> is a product or service managed by one of the 6 SEUS services but is not an enterprise product. Add-on costs are excluded from the per user/per month shared service rate. The add-on cost is paid by the agency.

Products and services that are <u>not included</u> in SEUS are custom to an agency or employee and not considered an enterprise offering. Agency-specific tools, non-standard devices, and vendor supported technology are examples. These costs are paid by the agency but may be supported by DTI.

<u>DTI has responsibility across all 3 of these categories.</u> From quotes, procurement, billing, fulfillment and support, DTI may provide a service to the customer.

Sample SEUS Bill

Delaware Department of Technology and Information

People. Process. Technology.

MEMO STATEMENT

801 Silver Lake Boulevard
Dover, DE 19904
Phone (302) 739-9500
Email dti_partnerservices@delaware.gov| **DTI.delaware.gov**

STMT # 95-00-00
DATE May 1, 2023

TO

Department XX – Agency X

Service	Monthly Rate ($)	# Users	Extended Monthly Cost ($)	Extended Annual Cost ($)
Secure End User Services (SEUS)				
Voice	23.44	100	2,344.00	28,128.00
Collaboration	35.68	150	5,352.00	64,224.00
Security	28.26	150	4,239.00	50,868.00
SEUS Subtotal			11,935.00	143,220.00
Exchange Billing	(20.20)			(0.00)
MS EA Contract	n/a			(0.00)
Telephone Billing	(6.00)			(0.00)
FY 25 Projected Increase				**$143,220.00**

Progress

Accomplishments

- Resolved open items related to SEUS Inclusions, Add-ons, Exclusions
- Service catalog revisions associated Inclusions, Add-ons, Exclusions
- Reconcile above revisions with cost model and memo billing
- Joint memo to introduce memo billing and FY25
- Implementation of standardized contracts for SEUS Cost Recovery

Current Focus

- Finalization of the revised Partner Services Policy
- ServiceNow workflow automation for Request Management
- Implementation of upgraded Nicus Billing System to support SEUS Cost Recovery
- Review approach and rate with OMB for next three service towers; implementation planning

Challenges, Changes, & Impact

- DTI Workload demands and competing enterprise projects

- Build <u>right</u> business & system process

  - Change business model to support service delivery, chargeback

  - Streamline system process

    - ServiceNow workflow, portal, structure to support requests

    - System integration/interface (PPS, ServiceNow) to support NICUS billing

  - Manage consumptions and device inventory

- Funding

  - DTI: May impact our current funding structure

  - Agency: Required to secure fund to pay for SEUS

- Supporting multiple scenarios – Legacy ITC, SEUS, non-ITC

- Increased administrative demands for EDL, Fiscal, PSET, Telecom

- Required time to "normalize" costs for IT foundational components

Next Steps

1. Annual Partner Services Engagement Team Review with Agencies
   a. Review consumption information
   b. Create SEUS contracts for ECS, EVS, and Security
2. Monthly SEUS bills to be generated in August for July services
3. Normalize SEUS as part of the DTI Service Portfolio (listed in the Rate Sheet and Service Catalog)
4. Strategic planning to begin for scaling services to additional Agency partners

GEAR Board Ask

- **Support Shared Service Cost Model** chargeback to achieve the objectives of centralization – security, support and efficiency

- **Partnership** to approach each centralization effort with the understanding that the plan will require an assessment of not just technology services, but also people, money, and alignment of strategic priorities of both the Agency and DTI

Contact

Justin Day	Patti Burke
Chief of Partner Services	Program Manager
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Service Catalog

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