

Government Efficiency and Accountability Review (GEAR)

GEAR43 Board Meeting
October 15th, 2024



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

Agenda

15 min

1. Introductions/Roll Call
2. Old Business
 - Review and Approve Minutes
 - 2024 Schedule
3. New Business
4. 2024 GEAR Annual Report Highlights
 - Approve 2024 GEAR Annual Report
5. Enterprise Services Delivery
6. GEAR Field Team
7. Open Topics Discussion – Board
8. Public Comment
9. Adjourn

90 min



Introductions

Roll Call

Old Business

Review/Approve Minutes from Prior Board meeting

*Final draft version sent to Board for review **October 8th, 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.
Blue Ball Barn (North Wilmington Rt. 202)	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

- 2025 GEAR Board Meeting Schedule (proposed)
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Taskforce continue regular meetings
- GEAR Continuous Improvement Classifications Update
- GEAR Continuous Improvement Cycle Updates
- GEAR Review and Planning Meetings
- GEAR Annual Report
 - Review highlights
 - Board vote to accept draft

New Business

2025 Board Meeting Schedule (proposed)

- Tuesday March 4 10:00 a.m.
- Tuesday May 6 10:00 a.m.
- Tuesday July 15 10:00 a.m.
- Tuesday Sept 16 10:00 a.m.
- Tuesday November 18 10:00 a.m.
 - Approve 2025 GEAR Annual Report

GEAR P3 Taskforce Meeting Overview – September 26th

- Welcome - *Ernie and Rick*
- GEAR P3 Innovation & Efficiency and Trailblazer Awards contributions update - *Ernie*
- 2024 GEAR Annual Report
- Summary of feedback that was gathered from the GEAR Board and extended State leadership - *Chuck*
- Summary that was compiled from the feedback gathered from GEAR P3 taskforce members - *Chuck*
- Current Ri6 Pilot status
 - DNREC Subaqueous Permitting Prototype – *Dan*
 - DelDOT Utility Permit Prototype Project - *Pamela Steinebach*
- New GEAR Public-Private Partnership Opportunities - *Ernie*
- Adjourn



Continuous Improvement Classifications

Published As of September 1st

Business Analyst Series

Jobcode	Business Analyst	Pay Grade	Salary Plan
MAIA01	Business Analyst I	013	M37
MAIA02	Business Analyst II	016	M37
MAIA03	Business Analyst III	017	M37
MAIA04	Business Analyst Manager	019	M37
MAIA05	Business Analyst Administrator	021	M37

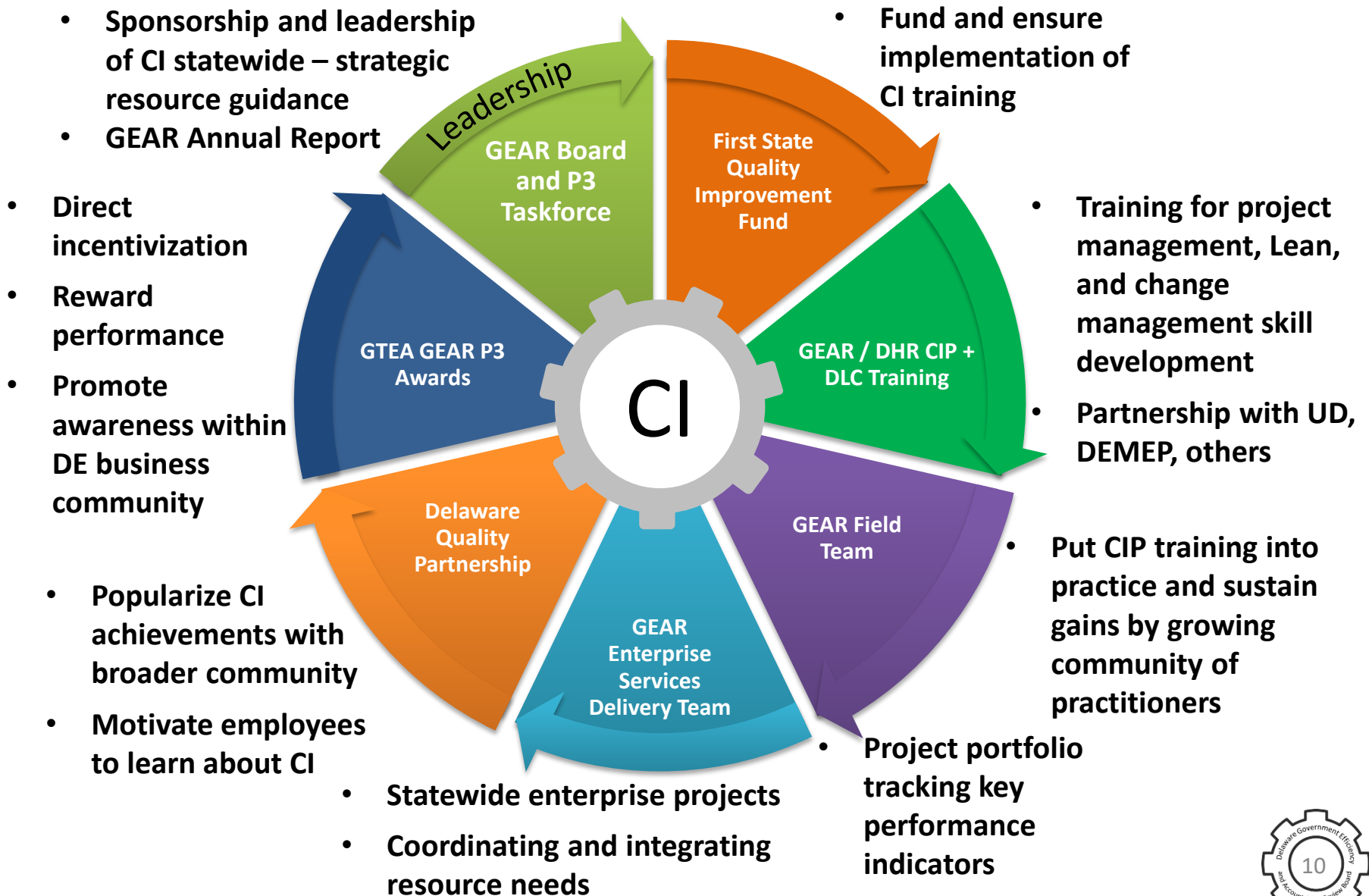
Jobcode	Change Management	Pay Grade	Salary Plan
MAID01	Change Management Specialist I	015	M37
MAID02	Change Management Specialist II	017	M37
MAID03	Change Management Senior Specialist	019	M37

Jobcode	Lean Continuous Improvement	Pay Grade	Salary Plan
MAIC01	Lean Continuous Improvement Analyst I	013	M37
MAIC02	Lean Continuous Improvement Analyst II	016	M37
MAIC03	Lean Continuous Improvement Analyst III	017	M37
MAIC04	Lean Continuous Improvement Manager	019	M37
MAIC05	Lean Continuous Improvement Administrator	021	M37

Jobcode	Project Manager	Pay Grade	Salary Plan
MAIB01	Project Manager I	013	M37
MAIB02	Project Manager II	016	M37
MAIB03	Project Manager III	017	M37
MAIB04	Project Manager IV	019	M37
MAIB05	Project Administrator	021	M37



GEAR Continuous Improvement (CI) Cycle



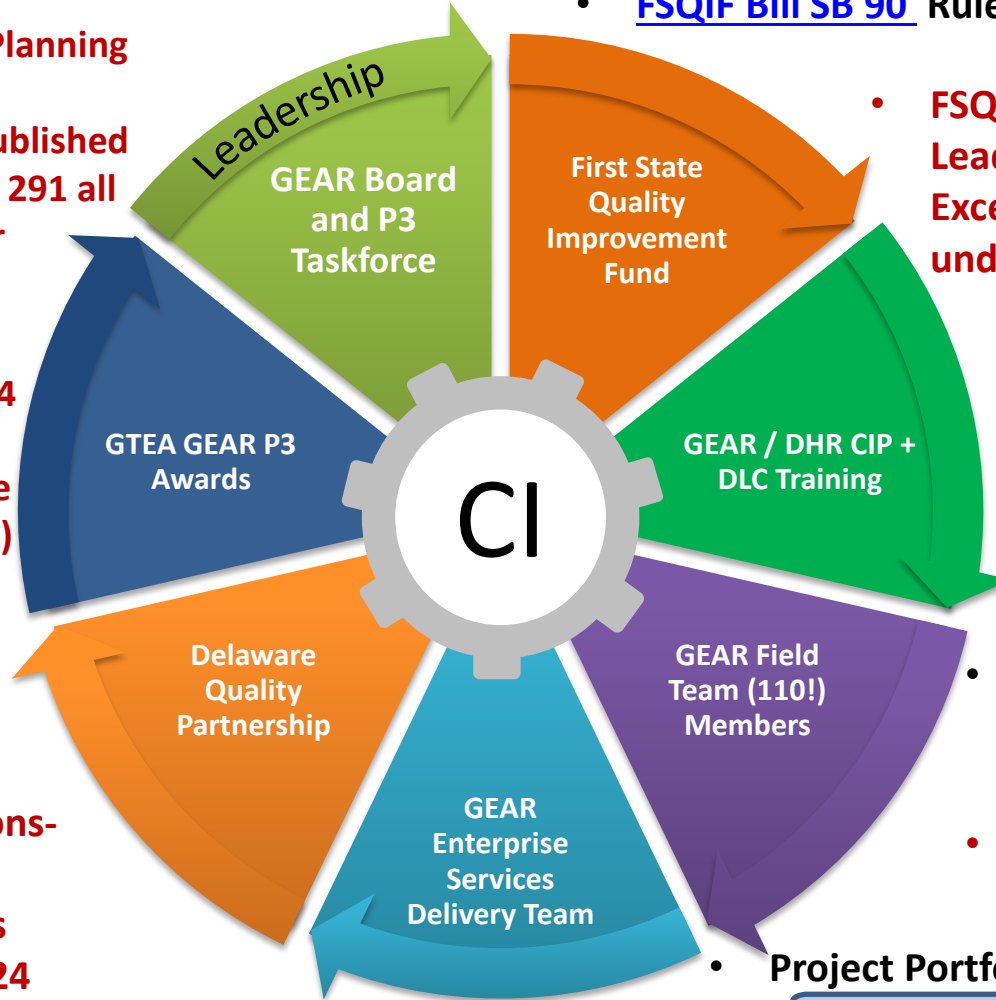
Current GEAR CI Cycle Activities

- GEAR Review and Planning meetings complete
- CI Classifications published
- HB 333, HB 366, SB 291 all signed by Governor

- GEAR P3 Taskforce meeting held 9/26/24

- Ri6- DNREC prototype (Subaqueous permits)
DelDOT prototype (Utility regulation)

- DQP Presentations- GEAR P3 Award Winners Lessons Learned 10/11/24



- [FSQIF Bill SB 90](#) Rules and Guidelines (draft)

- FSQIF – Project and Process Leadership and Operational Excellence training pilots underway

- CIP Cohort #8 – 20 in training, record # of applications

- Leveraged scalable Project Management tool in support of Annual Report

- ~90% est. ROI participation rate

- Project Portfolio (153 projects)

- Finalized project portfolio consolidation with full ESD team 9/17/24



Building a Sustainable Culture of Continuous Improvement

Culture Change - FROM → TO

Focus Area of Change	Where are we coming FROM?	Where are we going TO?
Decision Making	Subjective	Data driven
Documentation	Undocumented "team knowledge" with unknown process measures	Visible, repeatable, and optimized processes with measurable outcomes
Problem Solving	Moving directly to action (reactive "fire-fighting")	Defining a problem statement and measuring the current state before proposing a solution (proactive "fire prevention")
Customer Service	A limited understanding of our customers' requirements	All services being developed and delivered based on our customers' requirements
Sponsorship	Sponsors not familiar with continuous improvement methods	Sponsors value and require use of continuous improvement methods

GEAR Review & Planning Meetings - Complete

- 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, DeIDOT, DSHS, DOL, DOS [DDL], DDA)
- P3 Taskforce members

Thank You !



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

- Strengthen Quantifiable Outcomes
- Evolve the State's Culture of Continuous Improvement
- Drive Continuous Improvement Training and Development
- Grow the GEAR Field Team (GFT)
- Solidify a Strategic Path for the Enterprise Services Delivery Team
- Improve Career Pathways for Employee Recruitment and Retention
- Finalize the First Phase of the Ready in Six Initiative
- Support the Delaware Artificial Intelligence Commission
- Amend the Delaware Governmental Accountability Act (GAA)
- Enable Enterprise Solutions for Project and Process Management
 - Planview Projectplace and ARIS
- Benchmark Continuous Improvement Activities Against Other States

Section - Enterprise Services Delivery (ESD)

Financial Services Delivery

- Plan for Replacement of Enterprise-Wide Computer Applications
- Implement an Integrated Revenue Administration System (IRAS)
- Streamline Financial Services Workloads, Payment Flows, and Training
 - Procurement Card, Travel Policy and After-the-Fact Approval Process, Accounting training
- Lower Lease Costs and Restructure Lease Program
- Inventory State Land
- Revamp School District Enrollment Projections
- Improve Data Integration and Mapping

Section – ESD Sampling

Human Resources Modernization

- Centralize and Modernize the Delivery of Human Resources Services
 - DHR Agile Workspace Project (***GEAR P3 Innovation and Efficiency Award***)
 - DHR – Critical Human Resources Training Curricula (***GEAR P3 Trailblazer Award***)
 - DHR – Electronic Content Management System (***GEAR P3 Trailblazer Award***)
- Drive Leadership Training Opportunities
- Expand Employee Recognition
- Promote Respectful Workplaces
- Contain Health Care Cost Growth

Technology Innovation

- Adopt Electronic Signature Across State Agencies
- Centralize Information Technology and Secure End User Services (SEUS)
- Deliver Digital Government (Go DE)
- Closing the Digital Divide in Delaware: Expansion of Broadband Access Across Delaware

Section - ESD Sampling

Judiciary Reform

- Modernize the Fictitious Names Process
- Streamline Through CASCADE: Integrated Enhancements to Judicial Systems, Applications, and Processes
- Establish e-Courtrooms
- Evaluate Criminal Justice Systems
- Reduce the Debt Burden for Ex-Offenders

Treasury Management

- Implement the Digital Government Payment System
- Comply with Payment Card Industry Data Security Standards (PCI DSS)

Section - GEAR Field Team (GFT)

Department of Agriculture (DDA)

- Strengthen Senior Farmers Market Nutrition Program with Digital Payments

Department of Correction (DOC)

- Enhance Employee Wellbeing, Recruitment and Retention through DOCares

Department Of Health And Social Services (DHSS)

- Save Nearly \$3 Million Dollars by Identifying and Eliminating Underutilized Blocked Vehicles
- Redesign Service Delivery and Improve Client Experiences at State Service Centers
- Renew Medicaid Services for Social Service Beneficiaries (***GEAR P3 Innovation and Efficiency Award***)
- Improve Access to Long-Term Services & Supports Through Strategic Resource Usage
- Restructure the Continuous Quality Improvement Section (***GEAR P3 Innovation and Efficiency Award***)
- Launch Sussex Blue Zones Ignite Phase I
- Expand the Connect Community at DHCI (***GEAR P3 Trailblazer Award***)

Section – GFT Sampling

Department of Labor (DOL)

- Modernize Core Unemployment Insurance Processes

Department of Transportation (DelDOT)

- Magnify Project Development by Migrating from Primavera P6 to Unifier Software
- Improve Utility Permitting Regulation Processes as a Part of Ready in Six

Department of Safety and Homeland Security (DSHS)

- Improve the Criminal History Background Review Process
- Upgrade to Project 25 (P25) Interoperable Land Mobile Radio Compliance
- Recruit and Retain Law Enforcement
- Align the Delaware Integrated Data System (DIDS)

Department of Insurance (DOI)

- Support Data Access and Use in Primary Care

Department of Justice (DOJ)

- Establish the Delaware DOJ Data Lab (D3L) for Enhanced Data Management and Efficiency

Section – GFT Sampling

Department Of Natural Resources And Environmental Control (DNREC)

- Modernize Online Services
- Establish Ready in 6 (Ri6) DNREC Subaqueous Permitting Improvement Prototype
- Improve Chemical Inventory Reporting in Emergency Planning and Community Right to Know Act Program

Department of State (DOS)

- Build Delaware Communities of Excellence (DECOE) – Year 4
- School Libraries Join the Delaware Library Catalog and Consortium
- Innovate Social Services in Delaware Libraries

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

- Streamline Case Review Processes and Practices (***GEAR P3 Trailblazer Award***)
- Provide a Statewide Community Resource Directory and Contracted Services Dashboards
- Automate PHRST Data Extractions
- Strengthen PCard Uniform Guidelines & Repayment
- Update the Division of Prevention and Behavioral Health Services' (PBH) Records Retention Schedule

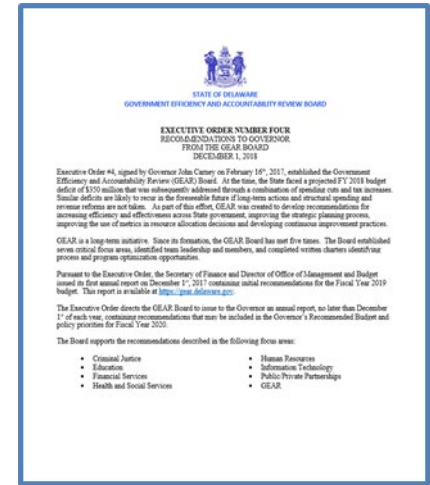
Section - EdGEAR

Education GEAR (EdGEAR)

- Education Information Systems Replacements
 - Student Information System
 - School Finance System
 - Unit Count System
- Comprehensive Review of Minor Capital Improvement (MCI) Process

GEAR Annual Report – 2024 Timeline

- Seek a motion to approve 8th Annual Report
 - Subject to final edits
- Reminder: Any final edits due from Board members/designees by October 21
- Communicate to Chuck, Dan, and Bryan



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 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

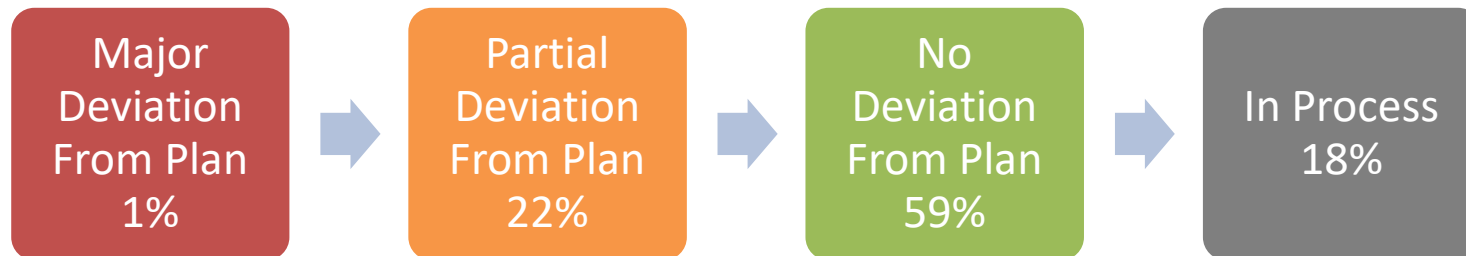
Department	Number of Projects
Health and Social Services (DHSS)	29
State (DOS)	6
Judicial	7
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	16
Services for Children Youth and their Families (DSCYF)	7
Labor (DOL)	2
Correction (DOC)	1
Safety and Homeland Security (DSHS)	9
*Enterprise Services Delivery (ESD)	56
GEAR P3 (Public-Private Partnership)	2
GEAR	8
State Housing Authority (DSHA)	2
Total	153

***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	16
Planning	11
Executing	60
Monitoring/Controlling	4
Closing (Includes Measuring Outcomes)	9
On Hold	10
Closed	43



Estimated ROI:
138 (90%) out of 153 projects reporting at \$101.5M

Enterprise Services Delivery (ESD) Team

Enterprise Services Delivery Team – Full Team

- **Goal for 2024:** Improve integration of project management elements so as to be truly enterprise-wide in outlook.
- **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.
- **Activities Undertaken in 2024 include:**
 - Created charter with mission, vision, roles, guiding principles, stakeholders and tentative goals (working on developing specific objectives) to clarify ESD purpose, activities, and role within GEAR.
 - Confirmed and consolidated those projects ESD members are actively working on as well as those projects that have been completed or are now ongoing.
 - Monitored progress of projects, communicating progress or issues.
 - Identified/prioritized statewide enterprise needs, solutions to meet the needs, and resources to implement these solutions.
- **ESD remaining meeting** for 2024 (10:00 AM to 11:30 AM, virtual):
 - November 19, 2024 (Teams)

Enterprise Services Delivery Team – Full Team

- **Project list Confirmation and Consolidation.** The Enterprise Services Delivery Team is reported to have 56 of the 153 total projects in the Program Portfolio being maintained by GEAR. Lists of these projects appear in a number of documents. These project lists do vary so we need to confirm what projects ESD members are working on and consolidate them to one definitive list. Following this consolidation, we will work on updating project statuses.
- **ESD Goals and Objectives.** We will be returning in future meetings to address the details of the ESD goals approved in April (e.g., adding specific objectives).

GEAR Deep Dive Project Presentations

1. IRAS Project

Jamie Johnstone, DOF/DOR

2. PCard Uniform
Guidelines &
Repayment

Toni Muncey, DSCYF

3. Boosting School
Libraries

**Anne Hiller Clark and Michelle
Hughes, DOS/DDL**

Deep Dive

Tax System Modernization

Integrated Revenue Administration System (IRAS)
Department of Finance



IRAS - Overview

Problem: Delaware's revenue collection system was outdated, and this exposed the State to security risks and inefficiency in tax collection.

Objectives: Replace the existing system and improve security, scalability, and ease of use for customers and staff.

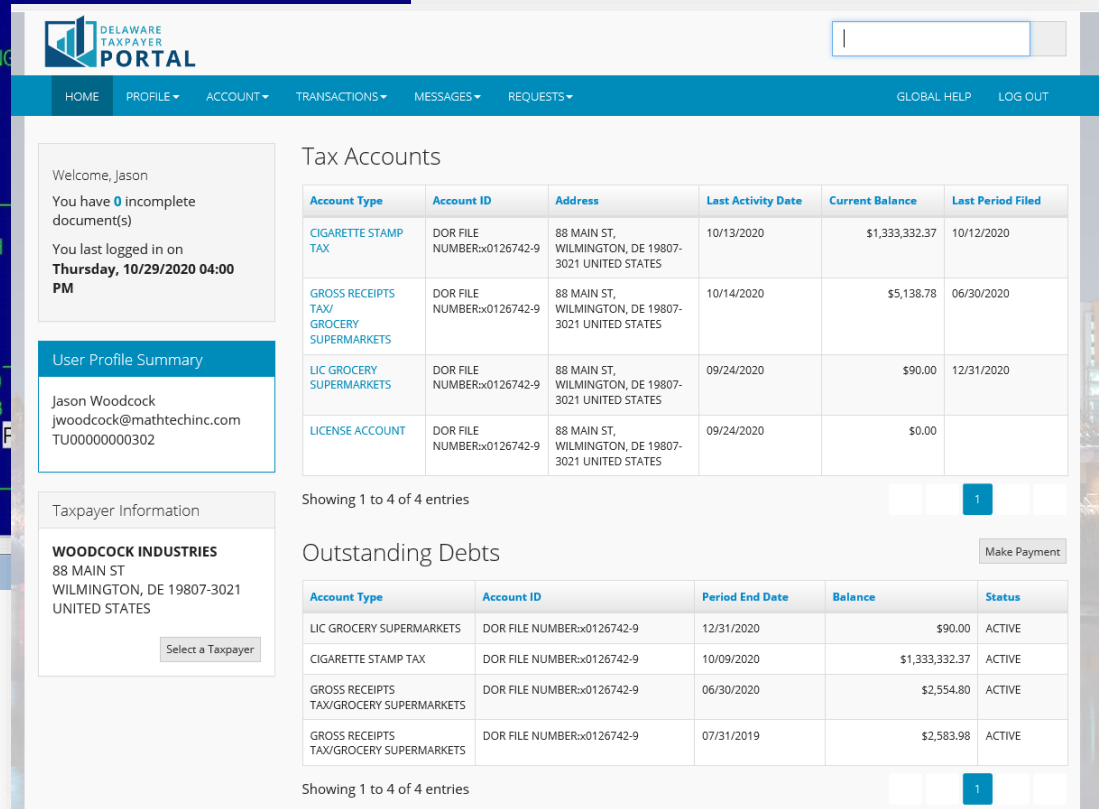
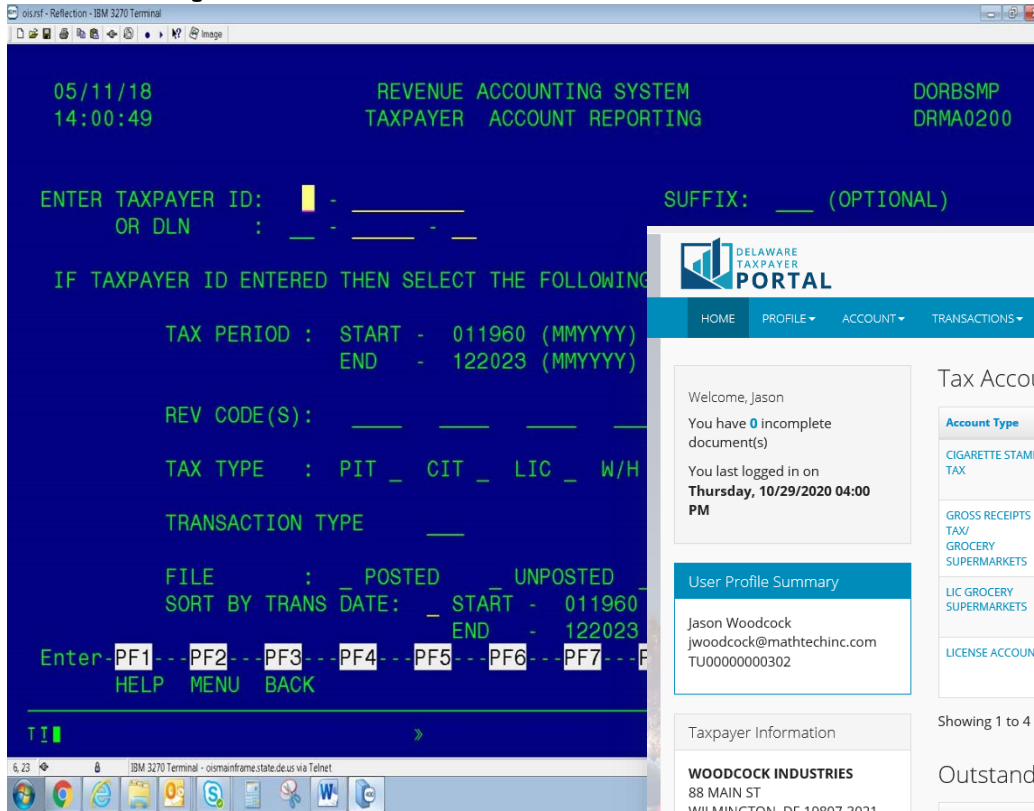
Future State: 90% of Revenues collections are now in the modernized system. This includes several new revenues not considered in project planning.

A Tax Admin Platform for the Long Term

“An abundance of short-term technical decisions resulting in a collection of one-dimensional, thrifty solutions that do not soundly integrate across platforms”

- The 30-year old mainframe technology was facing substantial cyber security, hardware scarcity, and technical knowledge challenges.
- A modern system needed to be implemented to:
 - Improve efficiency,
 - simplify customer facing elements,
 - provide security improvements, and
 - streamline annual changes and revenue opportunities.

A picture worth 1,000 keystrokes



IRAS - In Progress

Timeline

- Release 1 – Business Licenses and Gross Receipts Tax – live in November 2020
- Release 2 – Personal Income Tax – live in October 2022
- Release 3-A Marijuana Tax – live in June 2024
- Release 3 – Corporate Income Tax – live in November 2025

Current State

- Secure Portal filing has enabled:
 - a 33% reduction in paper filing and
 - near real time access for taxpayers to their financial accounts
- Enhanced, upfront fraud scoring and W-2 and 1099R matching
- Mass bulk refund releases
- More than 200,000 PIT refunds are fraud scored and deposited without human review
- Real time processing results
- Near real time dashboard reports

IRAS – What’s left to complete

Process

- Currently final development phase in progress for corporate and passthrough entities.
- An Integrated Data Warehouse
- Standard audit workpapers and tracking system
- Complete retirement of 30 year-old mainframe system
- Organizational review of restructuring

Future State

- More secure and safe
- Expanded portal services
- Single taxpayer view for customer and staff
- Expand fraud protections beyond just personal income tax
- Audit workpapers
- Automated correspondence
- Automated compliance programs
- Data analytics are used to make production and audit decisions

IRAS is done when all revenue collections are accounted first in IRAS and only IRAS. At that time, the portal will serve as the best source for taxpayer account status information.

IRAS – Critical Success Factors

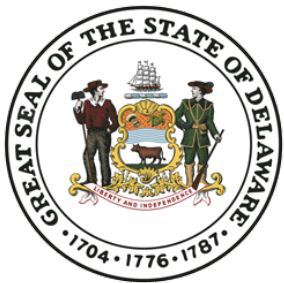
- Team Capacity
 - Balancing modernization project readiness work with regular operational responsibilities and workload.
- Contractual Terms
 - Contract development needed to properly foresee the support needs for a future state with a modernized tax administration system.
- Project Plan
 - Utilize the agile process to ensure scope and implementation targets are met.
- Governance and Project Management
 - Work with Project Management Office to ensure project status remains on track, risk are identified timely, and DOR's best interest is preserved.

How GEAR can help

- **Support as the system matures**
 - Familiarity will allow optimization
 - Delaware specific refinement
 - Rhode Island and Phase 1 examples show long-term efficiency gains
- **Shared Feedback**
 - We particularly value public user feedback
 - Unique perspectives are crucial for enhancing functionality and user experience
- **Support Revenue's commitment to iterative improvement**
 - IRAS will enable modern collections for the next few decades and enables Revenue to be responsive to whatever changes that entails.

PCard Uniform Guidelines & Repayment

Toni Muncey, Department of
Services for Children Youth and their
Families (DSCYF)



Background

- Why is this project important?
 - The PCard is a powerful tool
 - Rampant inconsistencies
 - No instructions for cardholders
 - No mechanism to enforce reimbursement
- What is the significance of this project?
 - New “Consent to PCard Repayment” form
 - Wider implications for other agencies if our efforts are successful

Progress

- What is completed on this project?
 - Fully implemented
 - PDCA (Plan-Do-Check-Act) model
 - P&D completed
 - Entering C within the next 30 days.
- What is the progress toward goals, and the estimated measurable outcomes?
 - Excellent progress toward goals, thanks to overt leadership support
 - Estimated measurable outcomes will be:
 - Increased PCard reconciliation rate
 - Guaranteed reimbursement to the State of Delaware

Progress

- What is the estimated return on investment (costs versus benefits) for this project?
 - DSCYF expended \$1.479 million on 11,000+ PCard transactions in FY24
 - Average reconciliation rate of 94.81% = \$76,000 per year*
 - Reduction in “muda” (waste) of employee time = \$200,000+ per year
 - Likely pre-emptive benefit
 - Enforcement of uniform guidelines will proactively discourage non-compliance
 - No added cost, as this project has been fully implemented with existing employees and mechanisms already at our disposal, such as the DLC

*Not all unreconciled charges were wrongly expended. The charge may have been initially authorized; however, proper documentation was never provided by the cardholder, which makes the transaction unallowable/unsubstantiated and requires reimbursement.

Next Steps

- What are the next steps in this project?
 - Monitoring compliance with Delaware Learning Center (DLC) training completions, DLC PCard policy acknowledgements, & repayment form completions
- What is the timeline for completion?
 - 30 days & ongoing

Challenges

- Obstacles/barriers to the next steps or the project as a whole?
 - Compliance with training, policy & form completion
 - Consequences for non-compliance
 - What is DSCYF willing to do to compel compliance?
 - Treated as performance issue
 - PCard is required for job duties in hard-to-fill/hard-to-keep positions
 - Discipline and termination
 - Resistance to change

GEAR Board Ask

- What does the project need from the GEAR Board?
 - Support of agency endeavors to enforce a mandate that is not enforceable as written
 - Budget and Accounting Manual (BAM) Chapter 12 PCard states:

In the event an unauthorized transaction occurs, the employee must submit reimbursement within 30 days of the transaction. If the employee has not complied with the 30-day threshold, the Organization Fiscal Officer notifies the Organization Payroll Officer of the requirement to escalate the collection of the unauthorized/unallowable transaction(s) with the assistance of the Payroll Compliance Group.

The Payroll Compliance Group will assist the Organization with the following:

- Full reimbursement by personal check/money order
- Full repayment via an after-tax payroll deduction(s)

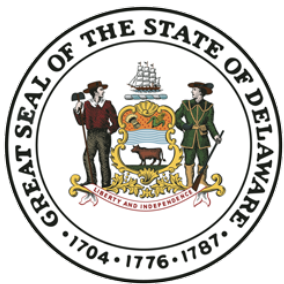
GEAR Board Ask

Payroll Compliance Group will not allow payroll deduction without a signed consent by the employee

- Employees who will neither provide a receipt, fill out a missing receipt affidavit, nor reimburse by check or money are not going to sign a payroll deduction consent
- DSCYF has instituted the requirement for all PCard holders to sign a pre-emptive, blanket payroll deduction authorization

Boosting School Libraries!

*Anne Hiller Clark and Michelle Hughes,
Department of State
Division of Libraries*



Overview

- What is the issue/problem being addressed?
 - Low student literacy levels have lifetime effects
 - 40% of grades 3-8 are proficient or higher in English Language Arts (2023-2024 school year)
 - 45% of high school SAT takers scored proficient or higher in reading (2023-2024 school year)
- What is the desired outcome?
 - Improved student literacy scores; strengthened workforce; reductions in future incarcerated populations

Background

- Why is this project important?
 - Current and appealing library collections encourage students to improve literacy skills through independent reading.
 - Bridges the “last mile” to books and other learning materials for children who do not typically access their local public libraries.
- What is the significance of this project?
 - Part of DDL and the Delaware Literacy Alliance’s “literacy-across-the-lifespan” approach.
- What is the estimated return on investment (costs versus benefits) for this project?
 - Early stage; not yet fully quantified

Progress

- What is completed on this project?
 - 37 schools (5 districts including vo-techs, charter and private) are active in the Delaware Library Catalog & Consortium

School Districts (Color coded. Listing from top to bottom, left to right.)

- Brandywine
- Red Clay Consolidated
- Christina
- Colonial (12 Schools)
- Appoquinimink
- Smyrna
- Capital (9 Schools)
- Caesar Rodney
- Lake Forest
- Milford
- Woodbridge
- Seaford
- Cape Henlopen
- Laurel
- Indian River
- Delmar

Vo-Tech District Schools

- New Castle (4):
- Delcastle Technical High
 - Paul M. Hodgson Vocational Technical High
 - Howard High School of Technology
 - St. George's Technical High
- Kent:
- Polytech
- Sussex:
- Sussex Technical High



Progress

- What is the progress toward goals, and the estimated measurable outcomes?
 - Goal: Every Delaware student to check out two books per week during school year
 - Progress:
 - Woodbridge High School circulation has increased dramatically, and they have requested a self-check unit in FY25

2023-2024

Students Checking Out Books

Carrie Downie	92%
Castle Hills	69%
Eisenberg	91%
New Castle	85%
Pleasantville	85%
Southern	60%
Wilbur	55%
Wilmington Manor	79%

2022-2023

Students Checking Out Books

Carrie Downie	79%
Castle Hills	51%
Eisenberg	76%
New Castle	49%
Pleasantville	56%
Southern	38%
Wilbur	25%
Wilmington Manor	47%

Progress



	ENTIRE School Year 2017-18	
	Average Students Checking Out Books	Average Books Checked Out Per User
Carrie Downie	17%	1.73
Castle Hills	22%	1.06
Eisenberg	4%	0.02
New Castle	16%	0.30
Pleasantville	4%	1.10
Southern	11%	0.40
Wilbur	10%	0.18
Wilmington Manor	15%	0.86

Range	
85%-100%	Green
60%-84%	Yellow
59%-Below	Red

Next Steps

- What are the next steps in this project?
 - Ongoing
 - Three school libraries cohorts (each can include multiple schools) can onboard each year
- What is the timeline for completion?
 - Ongoing
 - Federal grant for shared collections ends September 2026

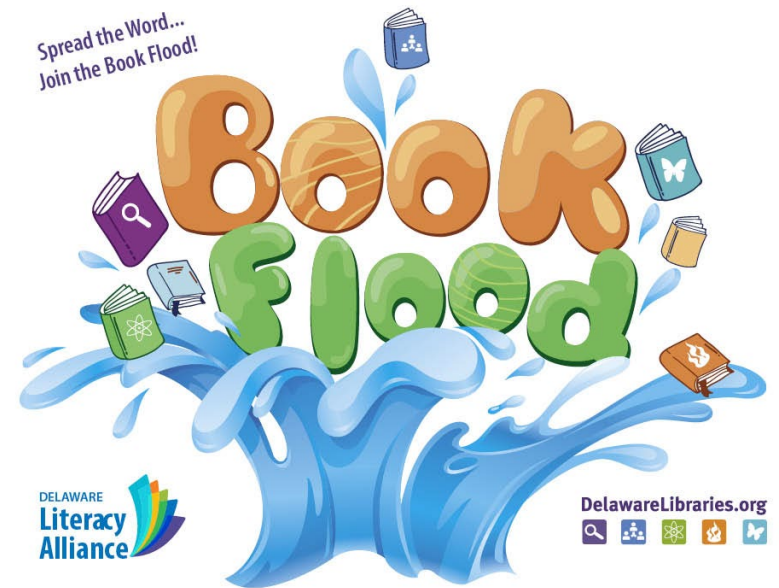
Challenges

- Obstacles/barriers to the next steps or the project as a whole?
 - Unfounded concerns about participation related to governance, funding, etc.
 - Need for administrative/legislative action on the shortage of school librarians and lack of school libraries (option: remove librarians from the Unit Count and fund them separately)

GEAR Board Ask

- What does the project need from the GEAR Board?
 - **Encourage school district officials to join the Delaware Library Catalog and Consortium**
 - **Benefits:**
 - Students: Broader access to library materials
 - Staff: Professional development opportunities

All Delaware school libraries are invited!
Join the statewide Delaware Library Catalog!



DelawareLibraries.org/bookflood

GEAR Board Ask

ALL DELAWARE SCHOOL LIBRARIES ARE INVITED!
JOIN THE STATEWIDE DELAWARE LIBRARY CATALOG!



THANK
YOU!

Spread the Word... Join the Book Flood!

GEAR

- **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)
Department of Finance

Director of Management Efficiency
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