

# Government Efficiency and Accountability Review (GEAR)

GEAR45 Board Meeting

March 4<sup>th</sup>, 2025



# Agenda

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10 min

1. Introductions/Roll Call
2. Old Business
  - Review and Approve Minutes
  - 2025 Schedule

90 min

3. New Business
4. Enterprise Services Delivery
5. GEAR Field Team
6. Open Topics Discussion – Board
7. Public Comment
8. Adjourn

# Introductions

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## Roll Call

## Review/Approve Minutes from Prior Board meeting

*Final draft version sent to Board for review February 27th, 2025*

# Old Business

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## Recommended 2025 GEAR Board Schedule

Location	Date	Time
Carvel/Virtual	Tuesday, March 4	10:00 a.m.
Carvel/Virtual	Tuesday, May 6	10:00 a.m.
Haslet/In Person	Tuesday, July 15	10:00 a.m.
Carvel/Virtual	Tuesday, Oct 14 (*Approve 2025 GEAR Annual Report)	10:00 a.m.
Buena Vista/In Person	Tuesday, Dec 9	10:00 a.m.

Detailed information will be provided prior to meeting date.

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



# New Business

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- **Remarks by Governor Meyer**
- **GEAR Public Private Partnership (P3) Taskforce**
  - Thank you to our private sector contributors
  - Special thanks to our and private sector P3 award selection committee members
- **GEAR Continuous Improvement Cycle Updates**
- **GEAR Portfolio and Enterprise Service Delivery Updates**
  - Update from Courts on Project CASCADE
  - Update from Department of Agriculture on Aglands Preservation

# Meyer Administration Values

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## Integrity

*Actions speak louder than words - actions build trust. We will lead with **transparency and accountability** to ensure **every decision serves the public good.***

## Efficiency

*Government should **work smarter, not harder.** We will **eliminate waste, streamline services, and prioritize execution** over excuses.*

## Collaboration

*Lasting **change requires teamwork.** We will **break down silos, build strong partnerships, and deliver solutions that work.***



# Public Private Partnership (P3) Taskforce



- The GEAR P3 Taskforce is Chaired by CEO of TPI, Ernie Dianastasis
- Co-fund GEAR P3 Award program (25 individuals and teams recognized since 2018)
- Coordinate strategic endeavors such as Ready in Six (Ri6) permitting optimization

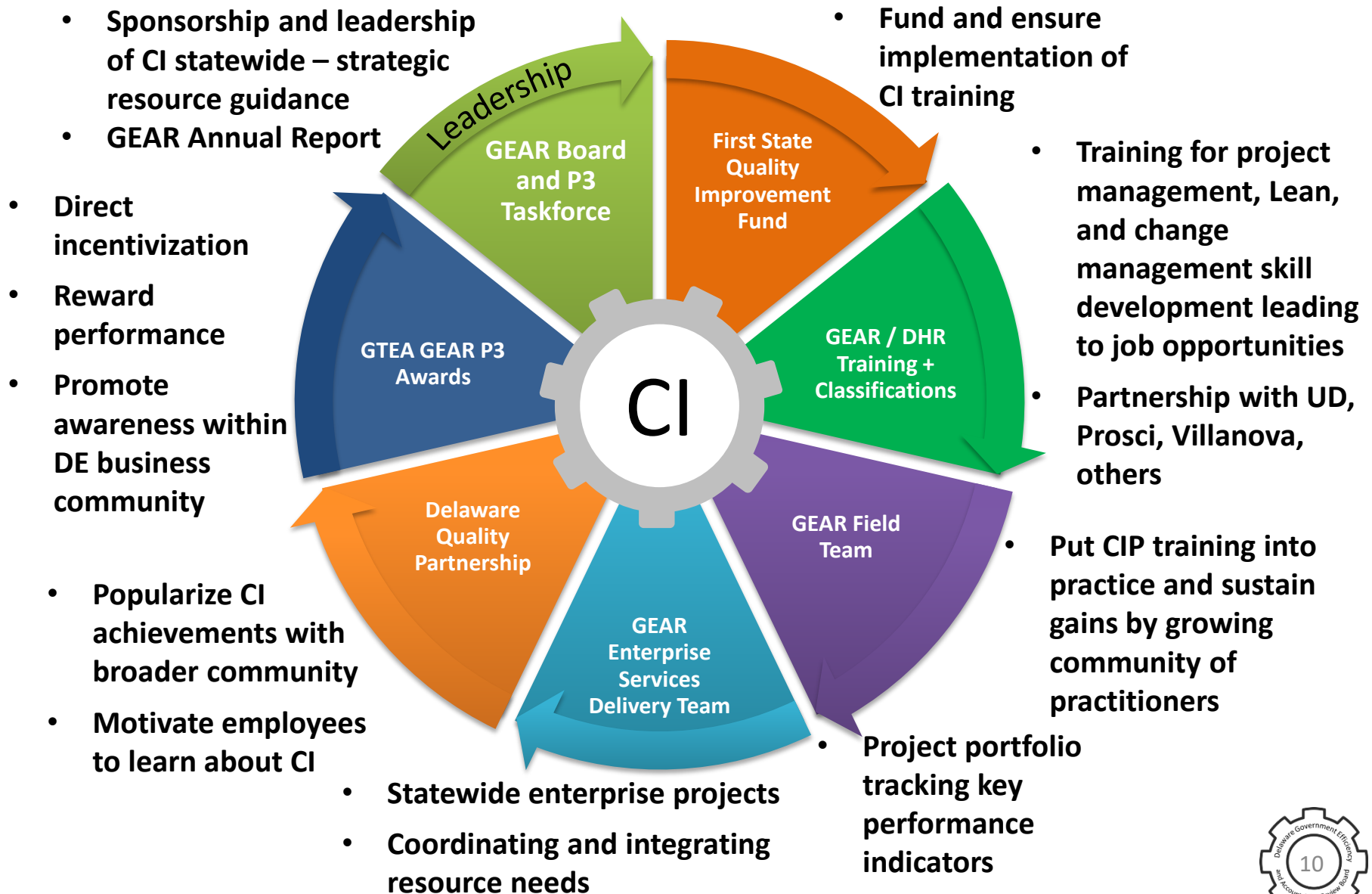
# GEAR P3 Awards

- GEAR P3 Innovation and Efficiency Award (Governor’s Team Excellence Apex Award) for teams of 6 or more nominees
- GEAR P3 Trailblazer Award for individuals or teams up to 5 nominees
  - Third 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
- 2 Innovation and Efficiency and 2 Trailblazer award winners selected
- Thank you!! private sector selection committee members
  - BOFA-Natalie Keefer, WSFS- Vernita Dorsey, DE Financial Group- Andy Lubin

## Award Timeline

Nomination Process Opens	December
Nominations Received	Late January
Judges Select Proposed Winners	<b>February 24</b>
Award Recipients Notified	March
Statewide Recognition Event	First Full Week of May

# Current GEAR Continuous Improvement (CI) Cycle



# Current GEAR CI Cycle Activities

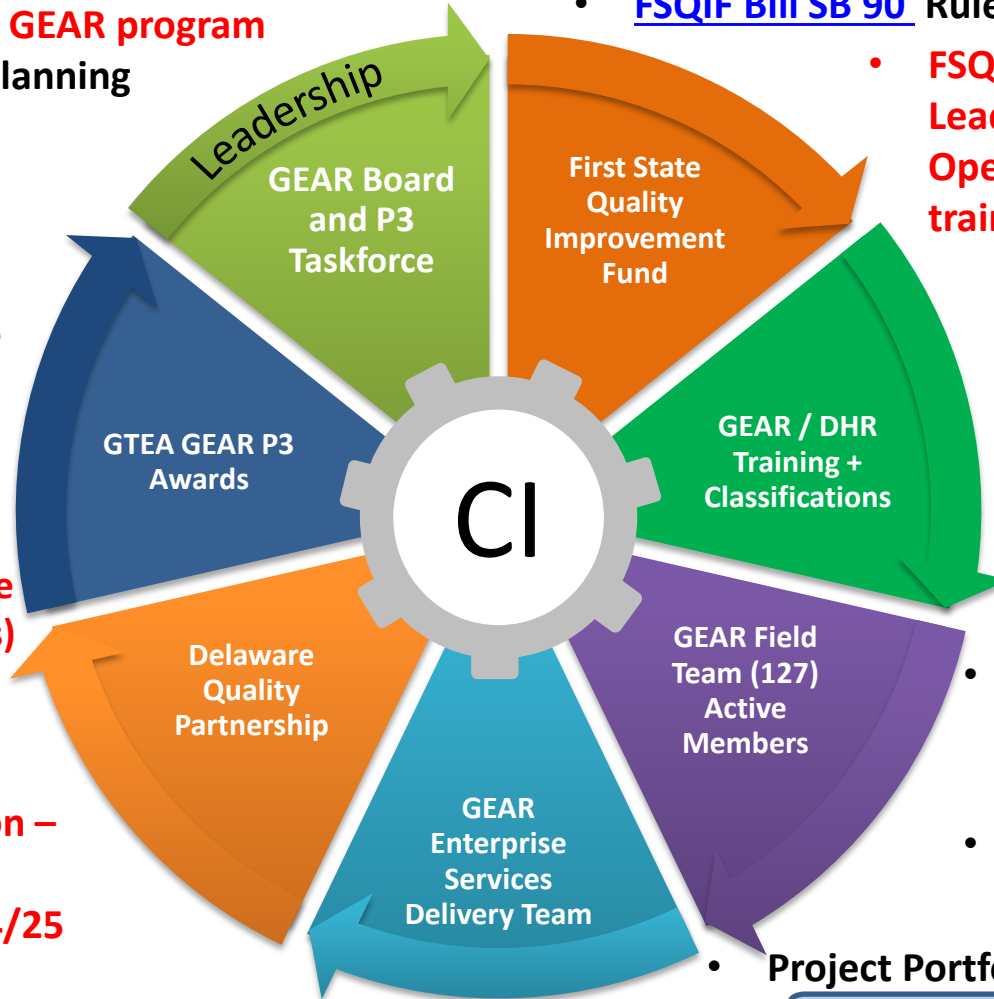
- **Reaffirmed existing GEAR program**
- **GEAR Review and Planning meetings complete**

- **GTEA Review Committee 2/24/25**

- **GEAR P3 Taskforce meeting held 11/21/24**

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

- **DQP Presentation – Lessons from Libraryland 2/14/25**



- **FSQIF Bill SB 90 Rules and Guidelines**

- **FSQIF – Project and Process Leadership (PPL) and Operational Excellence (OpEx) training pilot underway**

- **CIP Cohort #8 – 19 graduated on 2/6 (137 employees trained)**

- **Cohort #9 began on 2/20**

- **CI Classifications available**

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

- **~90% est. ROI participation rate**

- **Project Portfolio (156 projects)**

- **Finalized project portfolio consolidation with full ESD team 11/19/24**



# GEAR Portfolio

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- 15 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio
- Key performance indicators captured in Planview Projectplace by GEAR members:
  - 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 aligned with Project Management Institute (PMI) standards
  - Capability to integrate metrics with DTI portfolio

# GEAR Portfolio Projects by Organization

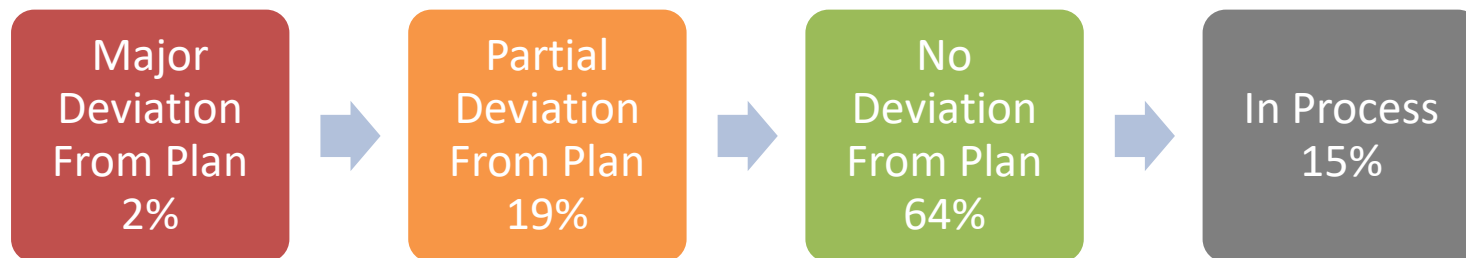
Department	Number of Projects
Health and Social Services (DHSS)	29
State (DOS)	6
Judicial	7
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	16
Services for Children Youth and their Families (DSCYF)	11
Labor (DOL)	2
Correction (DOC)	1
Safety and Homeland Security (DSHS)	8
*Enterprise Services Delivery (ESD)	<b>54</b>
GEAR P3 (Public-Private Partnership)	2
GEAR	10
State Housing Authority (DSHA)	2
<b>Total</b>	<b>156</b>

**\*Enterprise Services Delivery Team includes:**

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

# GEAR Portfolio Key Performance Indicators

Project Phase	Number of Projects
Initiating	19
Planning	11
Executing	56
Monitoring/Controlling	7
Closing (Includes Measuring Outcomes)	9
On Hold	10
Closed	44



**Estimated ROI:**  
140 (90%) out of 156 projects reporting at \$102M

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# Enterprise Services Delivery (ESD) Team

# Enterprise Services Delivery Team – Full Team

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- **Goal:** 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 ESD Transition Team to carry on ESD activities during the transition to the new administration.

# Enterprise Services Delivery Team – Full Team

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- **Project list Confirmation and Consolidation.** The Enterprise Services Delivery Team is responsible for a number of projects in the GEAR Program Portfolio. ESD members worked to consolidate the list of ESD projects and separate them into two categories: active/ongoing and inactive/complete. Currently working on updating project statuses.
- **ESD Transition Team.** During the transition between the Carney and Meyer Administrations ESD has a transition team comprised of representatives from the finance, human resources and information technology sectors to carry on its activities as members transition from and to ESD.
- **ESD Goals and Objectives.** ESD members will be returning in future meetings to address the details of the ESD goals approved in April 2024 (e.g., adding specific objectives).

# GEAR Deep Dive Project Presentations

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1. Judicial Information Center: CASCADE Initiative **Ken Kelemen, Courts**
2. Aglands Preservation: Removing Redundancy and Energizing Employee Engagement **Eric Reid, Delaware Dept of Agriculture**

# Judicial Information Center: CASCADE Initiative



# Overview

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- The Delaware Judicial Branch requires modern IT solutions for E-Filing, Case Management and Document Management
- Systems need modernizing in both Civil and Criminal jurisdictions
- Solutions must address Criminal Justice overlaps and system dependencies in our complex ecosystem

# Overview

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- The CASCADE Initiative is the Delaware Judicial Branch's largest ever IT Modernization initiative
- Includes a series of projects to deliver solutions across all Courts and across both Civil and Criminal Jurisdictions

# Overview

Civil Needs	Criminal Needs
<b>Unify Case Management</b> <ul style="list-style-type: none"><li>Existing solutions End of Life</li></ul>	<b>Liberate Criminal Case Management from the Mainframe</b>
<b>Unify E-Filing</b> <ul style="list-style-type: none"><li>Reduce from three systems to one</li></ul>	<b>Establish E-Filing for Criminal (subsequent filings)</b>
<b>E-Filing - Family Court</b>	
<b>Document Management – Family Court</b>	<b>Criminal Document Management</b>
<b>Modern Reporting and Analytics</b>	<b>Modern Reporting and Analytics</b>
<b>Public Access</b>	<b>Public Access</b>

# Background

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- Why are these projects important to the State?
  - Improve service delivery to the public and Bar
  - Eliminate End of Life Solutions – Mitigate Risk
  - Operational efficiencies for the Judicial Branch
    - Elimination of paper-based processes
    - Modern tools for a modern workforce (Recruitment)
    - Better data = better understanding of performance and needs
    - Unified and clean data paves the way for modern tools (AI)

# Progress (CIVIL)

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- Identified & Contracted Civil Solutions (2022-2024)
  - Thomson Reuters
    - Case Management System (CMS)
    - Public Access Portal
    - Document Management
    - Reporting
  - File and ServeXpress (FSX)
    - E-Filing
    - Integrator
  - Civil Discovery
    - Clear costs and Level of Effort
    - Required reduction in scope

# Progress (CIVIL)

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- Phase 1 of Civil started in July of 2024
  - Justice of the Peace Court, Court of Common Pleas and Superior Court
  - On Time and In Budget
  - Phase 1 completion date December 2026
- Phase 2 planned to Immediately Follow
  - Phase 2 completion date November 2028
- Phase 3 TBD
  - Supreme Court and Court of Chancery (FSX)

# Progress (CIVIL)

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- Phase 1 Progress
  - Single Sign-On Connected and tested
  - Power BI Connected and tested
  - CMS and Public Portal Partially Configured
  - Data mapping in progress w/ Documents
  - Intranet project site created and updated monthly
  - Integration design complete (Several)

# Next Steps (CIVIL)

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- Launch Public Website and Communication Plan in Spring 2025
- Receive first release of Case Management for testing in Spring 2025
  - Allows for demos and Staff engagement to begin
- Identify data cleanup needs and begin processing
- Capture future-state processes w/ new systems

# Challenges (CIVIL)

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- New objectives pulling on resources
- Key operational resources from Courts pulled to support project – same resources
- Complexity causes the project to be slow and steady – necessary foundation
- To solve problems with technology, we must invest in technology
  - Funding Supreme and Chancery inclusion

# Progress (CRIMINAL)

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- Judicial Branch Specific Criminal Modernization
  - Case Management on hold (Budget and Technical)
    - Means E-Filing is on hold
    - Means Document Management is on hold
  - Identified Parallel Projects
    - Problem Solving Courts (Grant Funded)
    - Single View Inquiry (Built In-House)
      - Evaluating public version to replace Mainframe Public Access

## Criminal Justice Systems Evaluation Committee

- In FY2024, Committee was established in Epilogue
- Not a Judicial Branch initiative - Statewide
- Must align with CASCADE, but not CASCADE

*“evaluation of existing data and communication systems, including, but not limited to, a review of the possibilities of interconnection between systems, a review of policies that affect sharing of information between affected entities, and to make recommendations regarding the feasibility to improve systems capabilities, interconnection, communication, and continuous improvements.”*

# Progress (CRIMINAL)




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## Criminal Justice Systems Evaluation

- Committee established in Q3 2023 w/ meetings throughout 2024
- Funding provided – On Hold Pending Proposal
  - Recommendations on next steps pending meeting with sponsors
  - Recommendation is first step in a much bigger conversation

# Next Steps (CRIMINAL)

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- Evaluate feedback on Single View Inquiry and plan next iteration 
- Finalize plan for Single View Inquiry to replace Public Access 
- Test and launch the Problem Solving Courts solution in Spring of 2025 
- Present proposal for Criminal Justice Systems Evaluation Committee to Sponsors

Criminal Justice  
Systems Steering  
Committee

# Challenges (CRIMINAL)

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- DELJIS is at the center of it all
  - Need staff and funding with focus on Technology
  - Existing workload is large and challenging
  - Affected by almost all Criminal legislation
- Long effort with significant cost
  - Some steps can be taken quickly with existing funds
  - No easy button, No vendor solution, Uniquely DE
- Must establish clear vision before Judicial Branch can put Criminal Case Management/ Document Management/ E-Filing into action

# GEAR Board/Partner Ask(s)

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- Legislation is important, but can produce staffing and other resource challenges
  - We must update these systems in support of future legislative goals
  - Changes during this transition are challenging
- Maintain funding established by the Judicial Branch in conjunction with OMB
- Start long term planning for Criminal and support DELJIS with Funding and Resources

# THANK YOU!

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Thank you for your time and interest  
Please Email or Call for More Information



**JIC**



**Ken Kelemen**

Deputy State Court Admin – CIO

[Kenneth.Kelemen@delaware.gov](mailto:Kenneth.Kelemen@delaware.gov)

302-388-2252 (Work Cell)



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# Aglands Preservation: Removing Redundancy and Energizing Employee Engagement



# Overview

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- What is the issue/problem being addressed?
  - Outdated processes
  - Current process littered with redundancy
  - Uncoordinated Stewardship tasks
  - Knowledge gap in current technology and applications available
- What is the desired outcome?
  - Streamlined process with minimal redundancy
  - Efficient and ordered stewardship of easements
  - Section-wide understanding of applications

# Background

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- Forms and Letters outdated
- Multiple paper applications with identical questions
- Numerous paper appraisal invoices
- Numerous spreadsheets with multiple users
  - Spreadsheets for each round
  - Spreadsheets for organizational monitoring

# Background Continued

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- Multiple systems that could be integrated
  - Imaging
  - Google drives
  - ArcGIS applications
- Ambiguous procedure for Young Farmer Loan Program
- Stewardship tasks tracked via email.



# Outcome

What is the Project?	Why are we changing?	What are we changing?	Who will be changing?
<ul style="list-style-type: none"> <li>Delaware Aglands Preservation Program               <ul style="list-style-type: none"> <li>Educate employees on the tools they have available to maintain and monitor databases and database changes</li> <li>Remove unnecessary clutter such as spreadsheets and extra hard copies of agreements</li> <li>Update language in letters and apps</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The current redundancies and lack of training cause:               <ul style="list-style-type: none"> <li>Inefficiency</li> <li>Friction between employees</li> <li>Confusion between coworkers</li> <li>Reduced employee engagement and happiness</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Approval notice letter improvements</li> <li>Applications will be fillable online and delivered to Aglands Employees</li> <li>Easements move from spreadsheets to geospatial databases</li> <li>Stewardship activities will be tracked via Kanban Board</li> <li>Appraisals and related invoices delivered via flash drive</li> <li>Regular employee training on Geospatial and web tools</li> </ul>	<p>Aglands Preservation Program Participants:</p> <ul style="list-style-type: none"> <li>Improved awareness of easement process events</li> </ul> <p>Aglands Preservation Program Employees:</p> <ul style="list-style-type: none"> <li>Reduced reliance on hard copy forms</li> <li>Reduced reliance on spreadsheets</li> <li>Understand and apply training to everyday activities</li> <li>Improved communication between coworkers on stewardship tasks</li> </ul>
<ul style="list-style-type: none"> <li>Young Farmer Loan Program               <ul style="list-style-type: none"> <li>Clarify procedure on Loan collection process and late fees.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The current procedure causes:               <ul style="list-style-type: none"> <li>Confusion among coworkers</li> <li>Delayed payments</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>A clear and easily followed procedure on loan payment collection</li> <li>Late payment documentation and procedure developed</li> </ul>	<p>Young Farmer Loan Program Employees and Participants:</p> <ul style="list-style-type: none"> <li>Clear understanding of payment process</li> <li>Reduced late payments</li> </ul>

# Progress

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- What is completed on this project?
  - Potential application forms pdfs are being developed
  - Some spreadsheets have been discontinued
  - ArcGIS applications are live
  - Appraisals and invoices delivered via flash drive
- What is the progress toward goals, and the estimated measurable outcomes?
  - Clear improvement on employee knowledge and satisfaction surveys
  - Reduced emails requesting updates on stewardship
  - Reduced discussion of late fees in weekly meetings

# Next Steps

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- What are the next steps in this project?
  - Create fillable PDF
  - Write updated Approval letter template
  - Develop and distribute surveys
  - Develop and deploy trainings
  - Design Kanban Board
  - Flesh out Imaging Integration

# Challenges

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- Obstacles/barriers to the next steps or the project as a whole?
  - Resistance to change in employees and participants
  - Resistance to change in contracted offices
  - Complexity of proposed ideas
  - Competition over availability with regards to media

# GEAR Board Ask

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- What does the project need from the GEAR Board?
  - Knowledge and assistance in developing trainings and surveys
  - Advise on strategies to overcome challenges
  - Periodic check-ins on project progress

# GEAR

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

# Adjourn

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# Contact

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*Please direct any inquiries about the Delaware GEAR program to:*

Charles Clark ([charles.clark@Delaware.gov](mailto:charles.clark@Delaware.gov))    Bryan Sullivan ([bryan.sullivan@Delaware.gov](mailto: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](mailto:daniel.madrid@Delaware.gov))

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