

Government Efficiency and Accountability Review (GEAR)

GEAR46 Board Meeting
May 6th, 2025



Agenda

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

Roll Call

Review/Approve Minutes from Prior Board meeting

*Final draft version sent to Board for review **April 23rd, 2025***

Old Business

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.
Carvel/Virtual	Tuesday, July 15	10:00 a.m.
Haslet/In Person	Tuesday, Oct 14 (*Approve 2025 GEAR Annual Report)	10:00 a.m.
Carvel/Virtual	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 for more information

Meyer Administration Values



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**.*

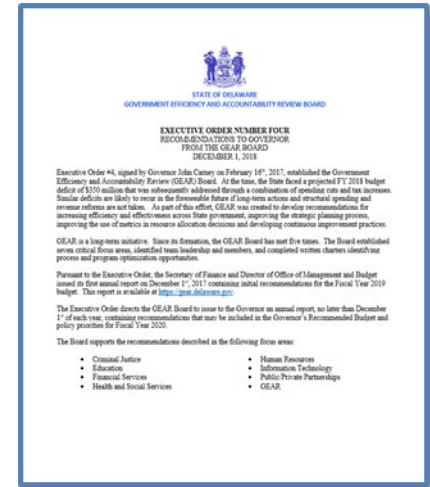


New Business

- 2025 GEAR Annual Report
 - November 1st publication in 2025
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Taskforce continue regular meetings
- GEAR P3 Awards Review and Updates
- GEAR Continuous Improvement Cycle Updates

GEAR Annual Report – 2025 Timeline

- 9th annual GEAR report
- Describes continuous improvement achievements, recommendations for the Governor
- Emphasis on **quantifiable** outcomes
- Narratives needed from all Board member agencies and GEAR Field Team organizations



2025 Schedule

➔ May 1	Annual report guidance distributed
Aug 1	All content contributions due from teams
Oct 8	Final draft emailed, Board reviews
Oct 14	GEAR Board review/approval
Oct 21	Final comments due from Board
Oct 28	Final version mailed to Board
Nov 3	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

Demonstrating measurable (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, fewer process steps, elimination of waste, enhanced velocity of process, or number of errors reduced*

Enhanced Value – *return on investment, increased revenue, improved quality, or project management tools used to deliver project(s) on time and under budget*

Customer Outcomes – *customer satisfaction, customer engagement (including employees), net promoter scores, or user experience ratings*

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	February 24
Award Recipients Notified	March
Statewide Recognition Event	May 5



Public Private Partnership (P3) Taskforce



- The GEAR P3 Taskforce is Chaired by CEO of TPI/GEAR Board Member, Ernie Dianastasis
- Subset of 10 Co-fund GEAR P3 Award program (29 individuals and teams recognized since 2018)
- Coordinate strategic P3 endeavors such as Ready in Six (Ri6) permitting optimization

GEAR P3 Award Contributors

Thank you to our private sector partners



- ❖ *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*

GEAR P3 Award Winners

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

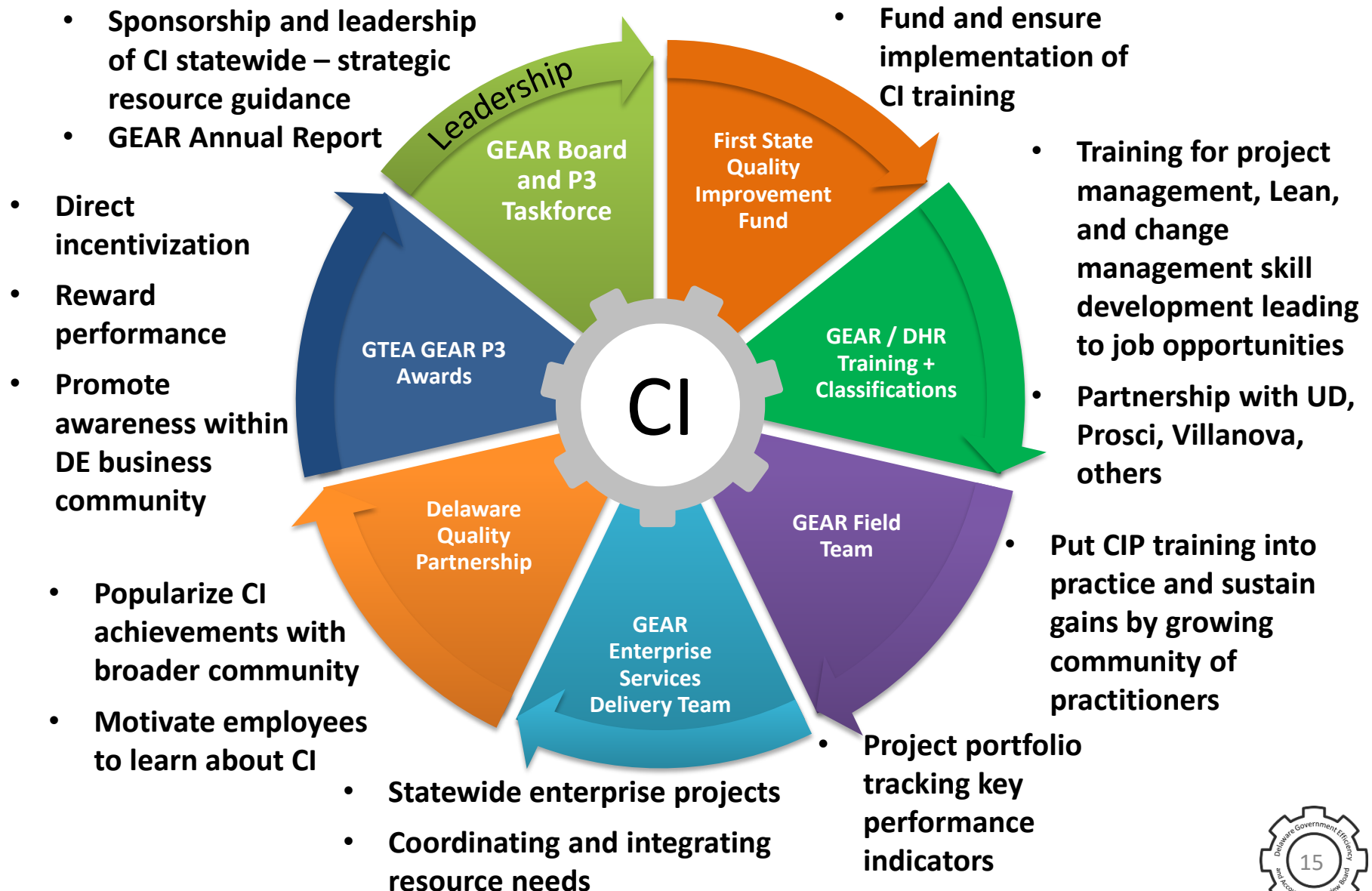
- **Combating Delaware's Teacher Shortage - DOE**
- **Updated Retention Schedules Team – DSCYF**

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

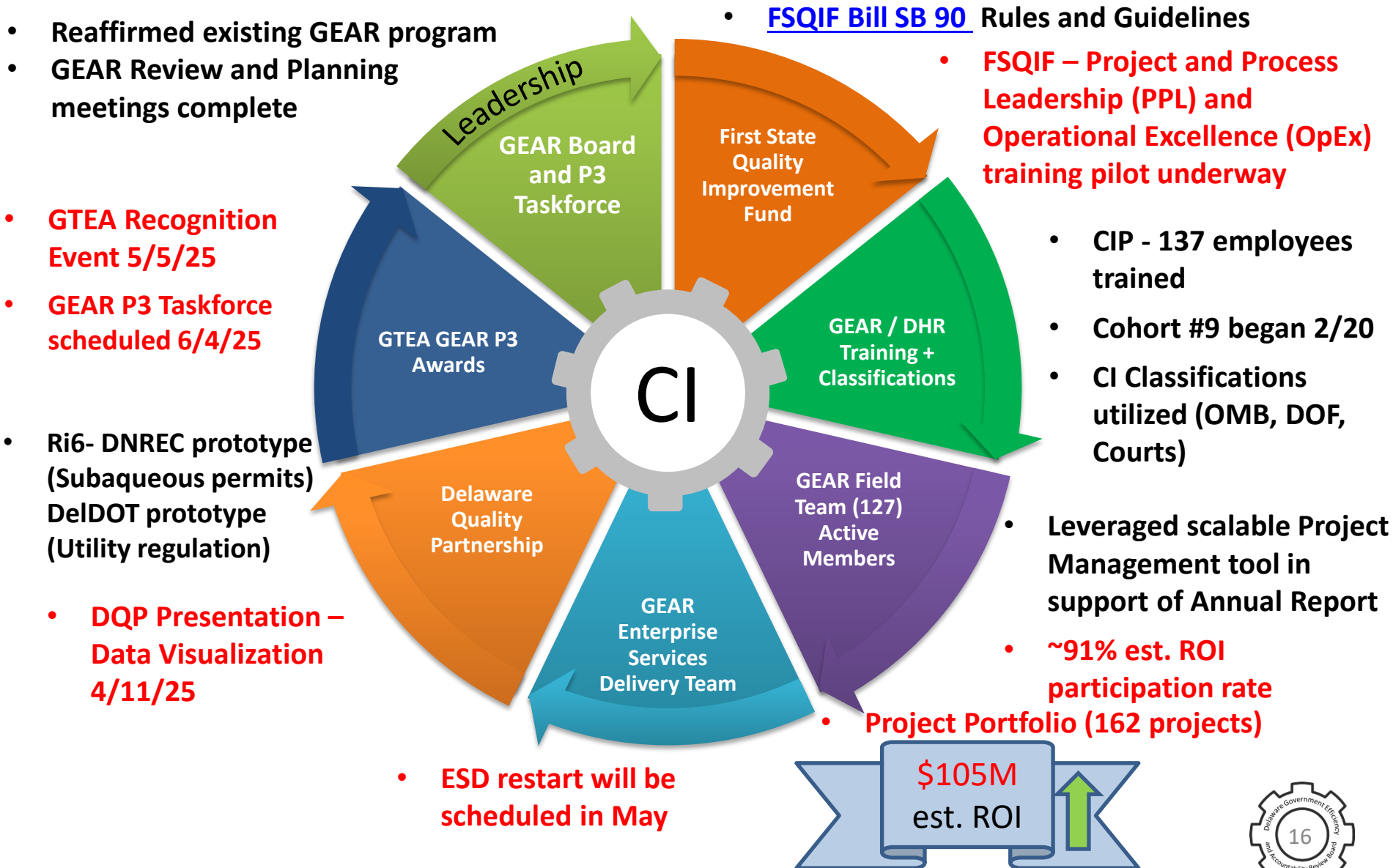
- **DELLA AI chatbot - Nicole Brown, Jacob Carey, Tina LaFace, Mallory Taylor, Jillian Troumouhis - DelDOT**
- **Trap Pond Dam Spillway - Paul Huhn - DelDOT**



Current GEAR Continuous Improvement (CI) Cycle



Current GEAR CI Cycle Activities



GEAR Portfolio

- 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

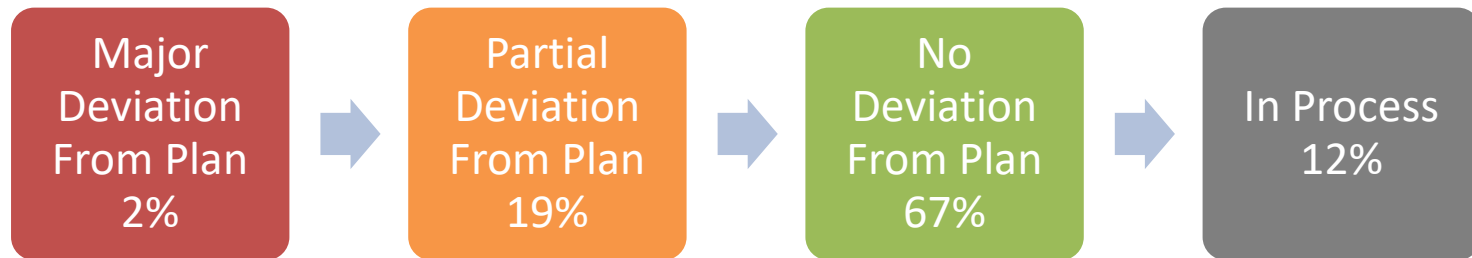
Department	Number of Projects
Health and Social Services (DHSS)	29
State (DOS)	6
Judicial	7
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	16
Services for Children Youth and their Families (DSCYF)	11
Labor (DOL)	2
Correction (DOC)	1
Safety and Homeland Security (DSHS)	8
*Enterprise Services Delivery (ESD)	60
GEAR P3 (Public-Private Partnership)	2
GEAR	10
State Housing Authority (DSHA)	2
Total	162

***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	21
Planning	14
Executing	56
Monitoring/Controlling	8
Closing (Includes Measuring Outcomes)	9
On Hold	10
Closed	44



Estimated ROI:
148 (91%) out of 162 projects reporting at \$105M

Enterprise Services Delivery (ESD) Team

Enterprise Services Delivery Team – Restart 2025

- **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 for Restart 2025:**
 - **Status Spreadsheet.** Project status spreadsheet updated with ProjectPlace data elements to make it easier to update project status in ProjectPlace.
 - **Reinvesting Savings.** Work on the process and forms for reinvesting savings from agency continuous improvement projects per GEAR Field Team strategic planning committees' recommendations. Currently, "savings" are reverted by OMB; this initiative would enable agencies to keep some or all of the savings.
 - **Contracting Initiative.** Monitor and support the Potential High Impact Efficiency Project Finding Costs Savings through Contract Efficiencies. Initiative from OGOV to maximize the State's purchasing power by simplifying, professionalizing, and optimizing procurement to save on goods and services.

Enterprise Services Delivery Team – Restart 2025

Activities for Restart 2025 (Continued):

- **Executive Order #3.** Work with OGOV to highlight or monitor a subset of the agency identified areas where improvements in services can be made, especially, those areas that are identified by multiple agencies and could be made statewide projects.
- **New ESD Members.** Invite the new cabinet secretaries for OMB, DOF and DHR to participate in ESD as their immediate predecessors did.
- **New Meeting Agenda.** We have been asked to ensure that the significant statewide projects are addressed at every meeting. These projects include:
 - ERP Migration/Modernization
 - Go DE/Digital Government
 - State Land Use Inventory and UD Capstone Project
 - Criminal Justice Technology Improvement Project
 - Integrated Revenue Administration System (IRAS)
- **Scheduling Meetings.** Meetings to be scheduled for mid-May, June, August, October and December.

GEAR Deep Dive Project Presentations

1. Digital Government-
Go DE

Jennifer, Jarrell, DTI Steve Michaels,
Tolga Erkal- Breakline, Burgundy
James DOS/GIC

2. DOL Modernization

Traci Fraley, DOL
Ethel Belfon

Digital Government -- Go DE

OST, DTI, DOS/GIC, Breakline

Overview

What is the issue/problem being addressed?

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

What is the desired outcome?

- To develop and launch an integrated and intuitive platform for residents and visitors to navigate, transact and interact with Delaware government
- To improve the quality of interactions we have with those we serve.
- To simplify agency administration and maintenance or transaction processing and reconciliation.

Background

Why is this project important?

- We must significantly improve the user experience of residents and visitors by implementing a platform that provides a **central portal** for interacting with state government, while leveraging our capability to enact a **single user id/password** to access services from multiple agencies.
- Enabling products and services to be delivered through a **single, common experience** develops trust and confidence in state capabilities. **Technology needs to navigate government so residents and visitors can simply interact with state services.**
- **Deliver on the vision** of Governors Meyer and Carney to make all government services available online.

Introducing Go DE

GO ✓
DE Let's get
things done.

go.delaware.gov

Progress

Unified Platform for State Services

Go DE brings together government **services**, **filings**, and **payments** into a single system, reducing the need for multiple platforms. Residents can access a range of services through a single account, making interactions with the state more convenient. For agencies, the centralized system streamlines administration and improves efficiency.

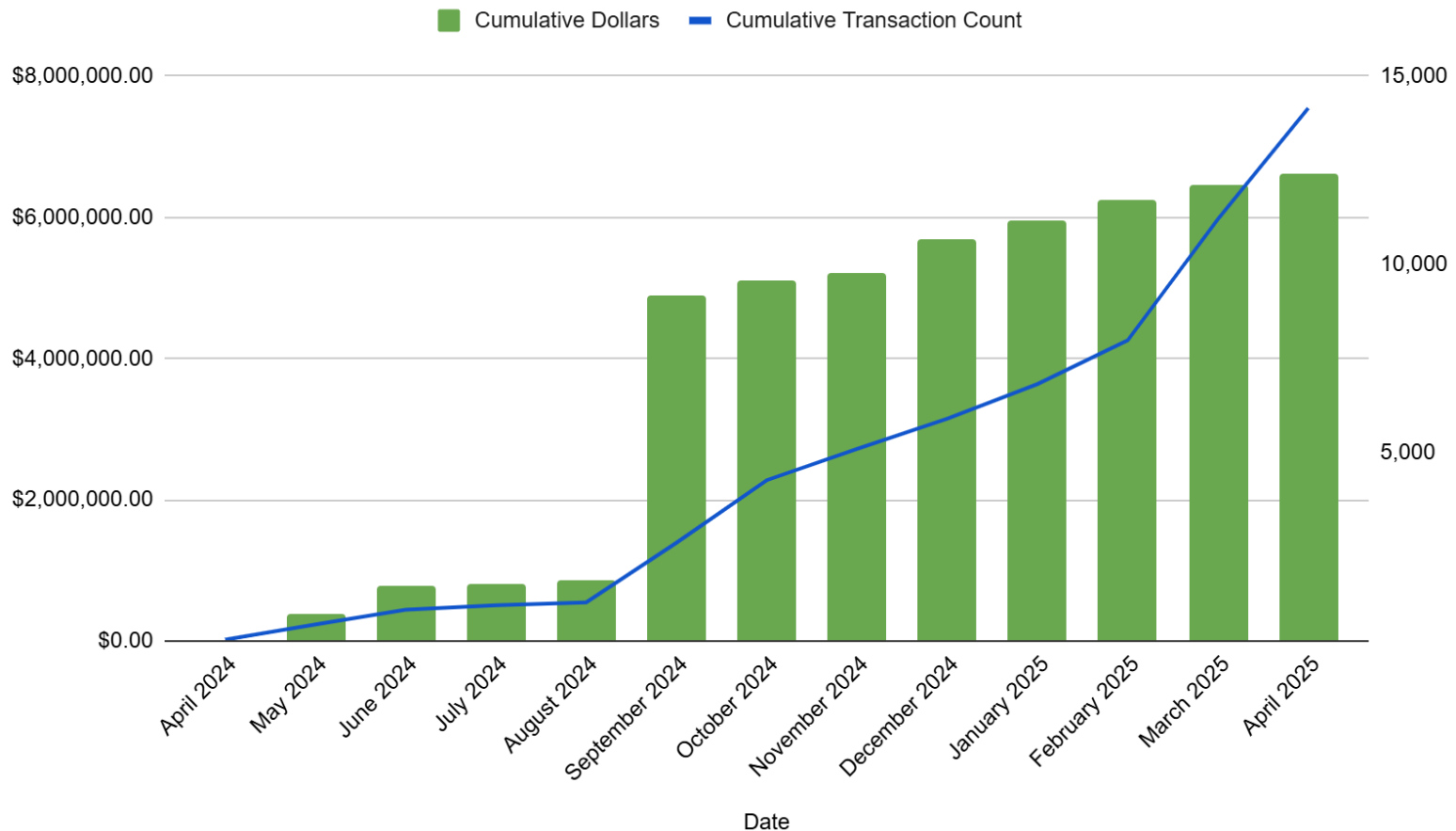


Govolution Migration Cost Avoidance

Migration Cost State Org non-Go DE	\$20,000
Migration Cost State Org Go DE	\$3,000
<i>Cost Avoidance Per Use Case</i>	<i>\$17,000</i>
Count of State Organization Use Cases	120
Total Costs Avoided	\$2,125,000







Progress

Cumulative Transaction Value and Count



Volume expected to **10x** in next 6 months with onboarding on DOL, DOS, DNREC and DeIDOT core apps

Progress

	Agency Engagement – Regular sessions with state agencies to gather requirements, share updates, and ensure smooth adoption of Go DE services. These meetings foster collaboration and help shape ongoing improvements to agency services and Go DE.	+125 projects
	User Experience (UX) and Research – A core focus on accessibility, usability, and intuitive design , ensuring that users can easily navigate the platform with minimal friction. Continuous testing, feedback collection, and enhancements keep the user experience at the forefront of Go DE's development.	WCAG 2.1
	Go DE Payment Engine – A secure, scalable shared service payment system that enables agencies and organizations to process payments for <i>supplies, permits, licenses, tuition, and more</i> . System integrates with SnapPay and First State Financial for seamless transactions.	15K Users
	Identity and Access – A single sign-on (SSO) platform powered by OKTA, providing residents and visitors with a unified, secure login experience across government services. My.Delaware.gov ensures identity verification for secure and consistent access to state services.	Payments (filings) with My Delaware
	Go DE School Pay – A dedicated school payment system that allows parents, students and donors to pay for school-related expenses online, ensuring secure, convenient transactions for tuition, fees, activities and more.	+55 Schools
	Go DE Reporting & Analytics – A real-time financial and service tracking system , allowing agencies to better monitor payments, filings, and operational trends. The system provides data-driven insights to support better decision-making.	+60 Fiscal Administrators



Release V1 or V2



Work In Progress / Ongoing



Progress



Go DE Technology APIs – A suite of **developer-friendly APIs** that allow agencies and organizations to integrate their applications with Go DE's payments, authentication, reporting, and filing systems. These APIs ensure that **all agencies** can develop on Go DE services.

15 APIs



Go DE Filing & Submission Engine – A flexible digital filing system that simultaneously allows Delawareans to make the filings they need and enables agencies to process them by replacing legacy systems and/or outdated paper-based processes.

52% Mobile Users



Go DE Services Directory – A centralized directory that helps user easily find and access Go DE enabled services, streamlining the discovery process.



Go DE Account Center – A self-service portal where residents can track payments, manage filings, and update their account preferences across **multiple state agencies**. Portal and APIs secured by *Redshield* an industry leading Distributed Denial of Service vendor (DDoS-as-a-service).

100 Index Services



Go DE Help & Support: Go DE is designed to simplify interactions with Delaware's government services, but we know that navigating new systems can sometimes be overwhelming. Go DE provides clear, straightforward guidance to help users find the resources they need—quickly and efficiently

100%



Go DE Maintenance – Ongoing security, system updates, and support to ensure Go DE remains reliable, scalable, and responsive to the needs of government agencies and residents.



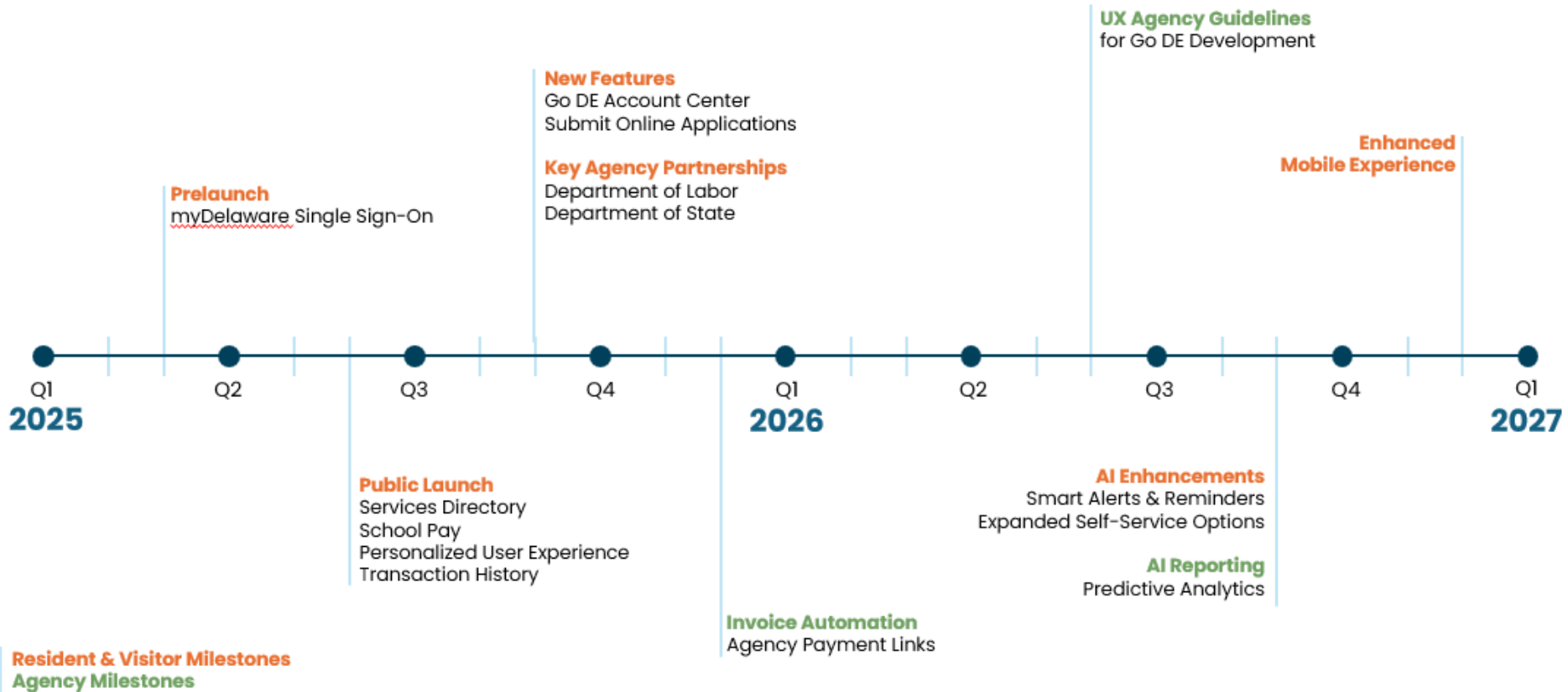
Release V1 or V2



Work In Progress / Ongoing



Next Steps



Challenges (Opportunities!)

- Challenges—
 - Advancing digital government in conjunction with agency priority projects
 - Guiding end users and internal teams to adopt Go DE and build solutions together
 - Increasing merchant processing costs as manual services are automated (MID, interchange, processing)

GEAR Board Ask

- Program partnership with agency leaders, change liaisons and project leads to define user journeys, product and service delivery methods to expand reach via the portal
- Expanded sponsorship across agencies for improved awareness of user research & design thinking
- Promote Go DE shared services by identifying and scaling cross-agency tools—such as invoicing—that streamline inefficient processes.
- Content development and accessibility resources to improve usability

Next Steps

- **Phase 2 objectives**

- Agency user journey, product & service delivery requirements
- Accessibility best practice design recommendations
- Content Management Strategy
- Mobile Application Strategy
- Pay with Go {StateAbbr} - NH to use Pay with Go DE as best-in-class model
- Final migration of high-volume payment apps to **Pay with Go DE** by year-end
 - DNREC, DeIDOT, DOS, DOR

- **What is the Definition of Done**


- Go DE is a program of continuous improvement and implementation of new products and services to meet our resident and visitor needs
- Operationalizing this effort with a product owner to execute on platform expansion and functional enhancements is targeted for 2026

Modernization Project

Delaware Department of Labor

Why Modernization

DIA enforces and administers 21 state and federal labor laws: including wage payment, minimum wage, child labor, prevailing wages for state-funded construction projects, provides safety & health consultations, workers' compensation and discrimination laws.




DIA consists of seven (7) offices that currently work independently in silos.

Core processes are performed on unsupported legacy applications and/or by tedious manual operations.

This makes collaboration within the division a very challenging endeavor.

Why Modernization - Unemployment

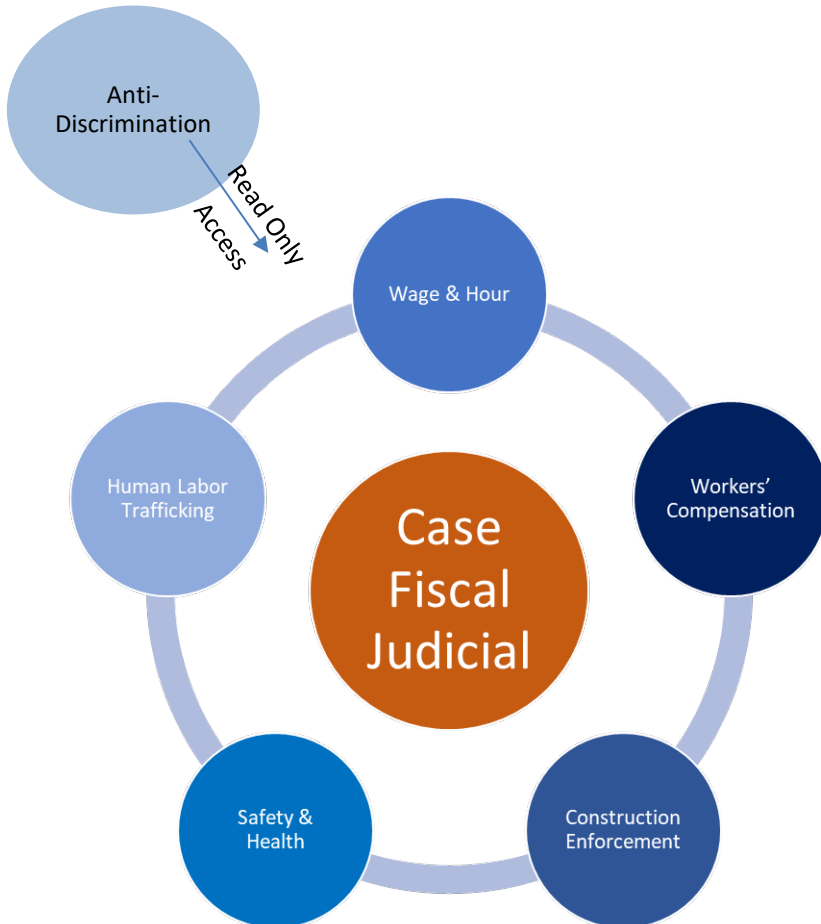
The Division of Unemployment Insurance promotes statewide economic stability by providing temporary, partial income replacement to workers who become unemployed through no fault of their own. UI maintains locations across the state to support claimant services. The COVID-19 pandemic highlighted many deficiencies within the Division of Unemployment Insurance's systems and business procedures and critical financial assistance was delayed to workers displaced as a result of the pandemic.



The UI business modernization and transformation project will replace antiquated and poorly integrated systems, originally deployed in 1980's.

Our goals include improved customer service delivery, fraud reduction, business process improvements and adaptability.

Project Goals and Objectives



- **Interoperability and transparency between each unit**
- **Centralize case, financial, and judicial management**
- **Improve customer interaction through automation**

Background

WHY IS THIS PROJECT IMPORTANT?

The current systems are outdated and not supported.

A new system will modernize DIA's & UI's business process.

Modernization will allow for collaboration with Unemployment and Paid Family Medical Leave LaborFirst.

ANTIQUATED SYSTEM

- Unemployment Compensation Act signed in 1937 (87 yrs)
- Delaware Main Frame ~1960's (65 yrs)
- Extremely Susceptible to Fraud
- Labor Intensive

Project Significance

Allows for multiple units to use one system and breaks down the silos of how DIA does business. Centralized contact information for DUI for employers & employees, shared with all DOL Divisions where applicable.

Bridges the gap with IT and emerging technologies. Self-serve portal for information and status sharing.

Improves DIA business operations and streamlines DUI claims processing.

Allows for automation, including automated Federal reporting.

Identifies inter and intra agency dependencies for case referrals, actions, and data exchanges. Provides fraud prevention assistance.

Strategic Framework



Committed
Leadership



Clear Purpose and
Priorities



Compelling
Communication

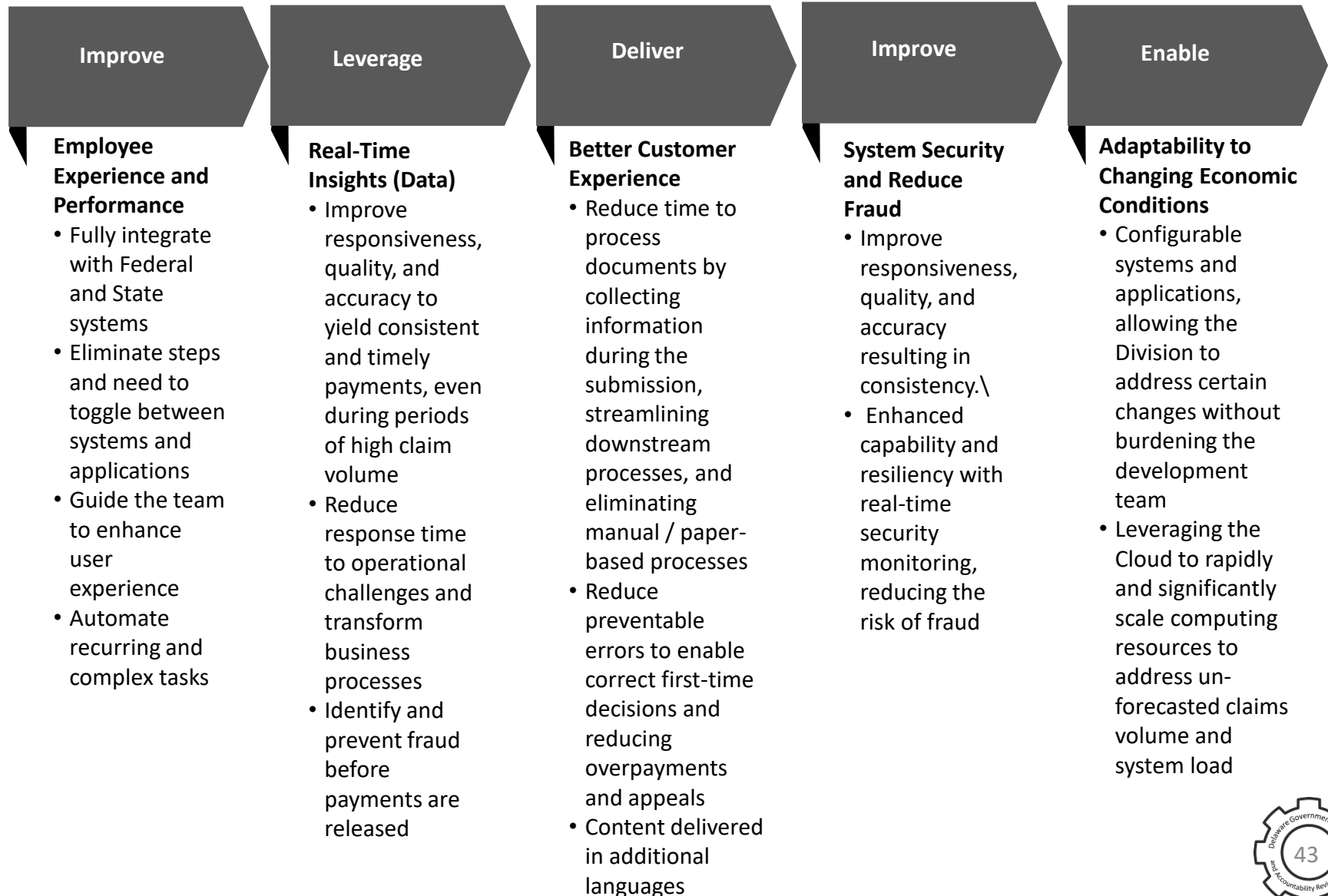


Capability for
Change



Cadence and
Coordination in
Delivery

Guiding Principles



Steps To Modernization

DIA ASSETS	BENEFIT
1. DOL Assessment	Identifying each unit's areas of process inefficiencies
2. DOL Standard Operating Procedures	Documenting As-Is Procedures for each unit
3. DOL Request For Information	Research vendor Out-of-The-Box Solutions that meet the Division's needs
4. DOL Key Performance Indicators	Defining and tracking relevant metrics for each unit to assess the success of their digital transformation initiatives
5. DOL Functional Requirements	Defining specific functionality that the new solution MUST meet

Benefits

- ❑ Better work environment by reducing processes (steps).
- ❑ Improve the response time by providing status updates and tracking in real time using enhancement to technology.
- ❑ Provide training and information to staff and the public.
- ❑ Create a paperless environment reducing supply and labor cost by enhancing current technology.
- ❑ Providing alternatives for submission of documents.
- ❑ Collaboration between units & divisions.

FROM

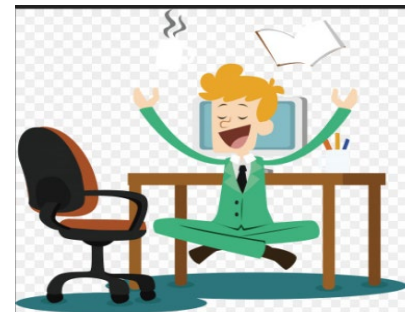


**Frustrations due to delayed
response time**



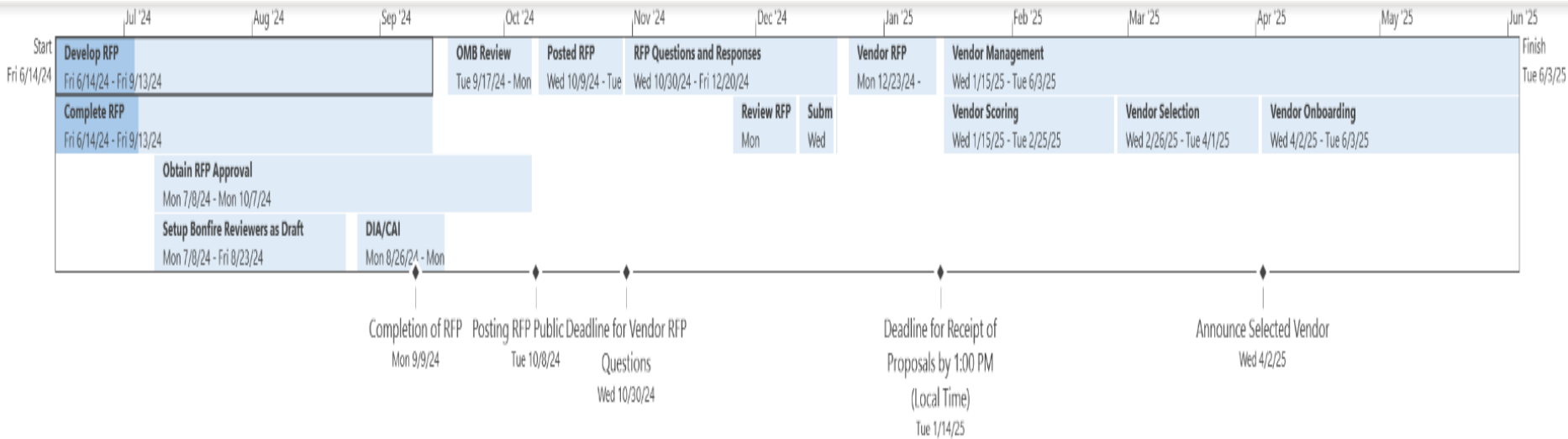
**Less frustrations with ability
to do other things**

TO



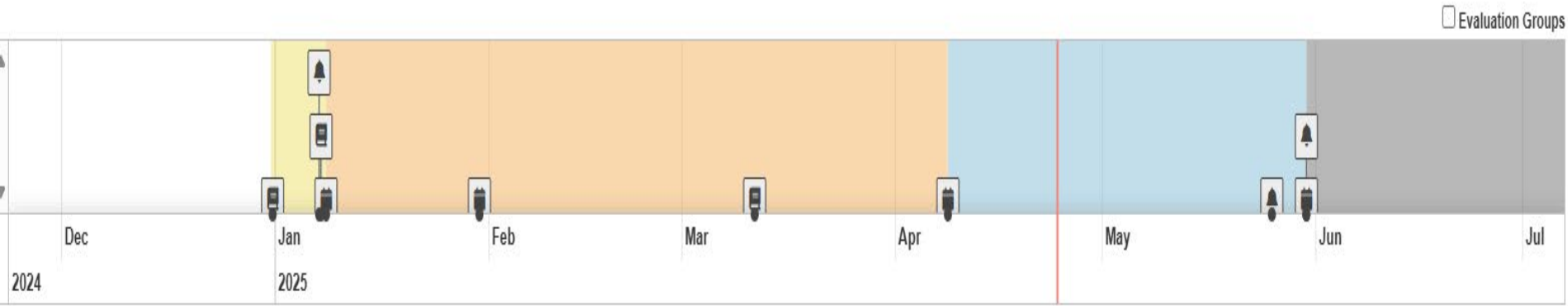
Completed to Date - DIA

TIMELINE



- July 24 - Develop RFP
- September 2024 - OMB Review
- Mid-October 2024 - Post RFP
- November/December 2024 - RFP Questions & Responses
- January 14, 2025 - Submission deadline for RFP

Next Steps - DIA



- May 30th: Evaluate Project Submissions
- June 13-28: Vendor Demos
- June 30th: Award

Challenges

Cost

Migration of data

- Existing system has limited or inaccurate data

Buy in

- Staff
- Stakeholders

Conclusion

Centralized processes, architecture, and software provide a unified, secure, and efficient framework for managing overall operational support, resources, and data.

For the Department of Labor, this will better support collaboration, improved decision-making, cost savings, and enhanced operational efficiency.

By centralizing systems, processes, and software, DOL can ensure consistency, scalability, and resilience in its operations.

GEAR Board Ask

Support for business process changes in conjunction with this modernization project.

Recognize that change and improvements are more about efficiency and less about cost savings.

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

Adjourn



Contact



Please direct any inquiries about the Delaware GEAR program to:

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